



Annual work programme 2024

EUROPEAN EDUCATION AND CULTURE
EXECUTIVE AGENCY

Contents

FOREWORD. Message from the Director	3
PART 1. Mission statement.....	4
PART 2. Key performance indicators	5
PART 3. Delivering on the Commission’s priorities: main outputs for 2024	6
A. Erasmus+	7
B. Creative Europe.....	16
C. Citizens, Equality, Rights and Values	19
D. European Solidarity Corps	20
E. Intra-Africa academic mobility scheme V.....	23
F. Pilot Projects and Preparatory Actions (PPAs).....	24
PART 4. Modernising the administration: main outputs for 2024.....	25
A. Human resource management.....	26
B. Sound financial management.....	28
C. Fraud risk management.....	29
D. Digital transformation and information management	29
Digital transformation	29
Information and IT security rules	30
Data, information, and knowledge management.....	31
Data protection	31
E. Sound environmental management	31
F. Initiatives to improve economy and efficiency of financial and non-financial activities	32
ANNEX 1: Performance tables	33
ANNEX 2: Resources: staff and budget.....	46
A. Administrative budget.....	46
B. Human resources.....	47
C. Delegated operational appropriations	49

FOREWORD. Message from the Director

Over the past years, EACEA has gradually increased the volume of its activities reaching cruising speed in execution capacity. The Agency's priority remains the contribution to the 2020-2024 objectives of the European Commission and the implementation of the portfolio of activities set in its current mandate. As we approach the mid-term in the 2021-2027 multiannual financial framework (MFF) in 2024, EACEA and its staff are engaging in discussions with the parent DGs for the structuring of the next MFF through policy feedback channels.

EACEA is more than ever nurturing education, culture, youth and sport policies, cornerstones of Europe's response to the challenging geopolitical landscape. In particular, in the context of the Russia's war of aggression against Ukraine, the Erasmus+, Creative Europe and CERV programmes will keep supporting Ukrainian citizens.

The Agency will continue to align with the European Commission's greening and digital transition priorities. It will also intensify efforts to foster a democratic life in Europe. For example, the upcoming European Parliament elections in 2024 will receive special attention via a number of youth activities encouraging youngsters to participate in democratic processes. Cooperation with third countries will also be strengthened, particularly with those that are candidates for accession to the EU.

The move of EACEA to the North Light building together with other Executive Agencies will mark our commitment towards the EMAS ⁽¹⁾ requirements to reduce office space and decrease the Commission's environmental impact. EACEA will also prepare for the transition to SUMMA, the European Commission's next-generation corporate financial system which will allow for modernisation and harmonisation of EU financial business processes.

As staff remains at the heart of all our activities, recruitment will continue in 2024, and EACEA will keep welcoming new colleagues supporting their integration with the existing staff.

I am fully confident that our highly committed and competent professionals will make 2024 another successful year for EACEA, our partners and beneficiaries.

Sophie BEERNAERTS

EACEA Director

⁽¹⁾ Environmental Management and Audit Scheme

PART 1. Mission statement

The European Education and Culture Executive Agency (EACEA) has been established with the Commission Implementing Decision (EU)/2021/173, repealing Implementing Decision 2013/776/EU, which entered into force on 1 April 2021. EACEA received a new 7-year mandate to continue supporting projects across Europe for the 2021-2027 funding period. EACEA's mission is to support the parent Directorates-General in implementing European projects that connect people and cultures, reach out to the world and make a difference, working together in education and training, audio-visual media and culture, citizenship and solidarity. The Agency fosters innovation through the exchange of knowledge, ideas and skills in a spirit of cross-border cooperation and mutual respect.

To this end, EACEA supports its six parent Directorates-General (DGs) ⁽²⁾ in achieving the specific political priorities of the Commission ⁽³⁾ and the strategic objectives defined in their [Strategic Plans 2020-2024](#) by managing the implementation of the programmes that have been delegated to it. In particular, EACEA contributes to several of the Commission priorities, namely **A Europe fit for digital age**, **Promoting our European way of life**, **A new push for European democracy** and **A stronger Europe in the world**. Furthermore, Erasmus+, Creative Europe and the European Solidarity Corps play a key role in contributing to the **European Green Deal**.

In 2024 EACEA will manage Erasmus+, Creative Europe, the Citizens, Equality, Rights and Values (CERV) programme, the European Solidarity Corps, the Intra-Africa Academic Mobility Scheme as well as Pilot Projects and Preparatory Actions in the areas of education, sport, culture and media in conformity with the above mentioned Decision and Delegation Act ⁽⁴⁾. Notably, EACEA will prepare and manage the different stages of the project lifecycle for each of these programmes (publication of calls for proposals and calls for tenders, promotion, evaluation of the applications received, signing the grant agreements and contracts, monitoring the projects/service contracts up to their successful closure, including budget implementation and analysis, and dissemination, exploitation of the results and the necessary feedback to policy). The Agency will also continue to manage the legacy of its previously delegated programmes.

EACEA strives to provide excellent programme management and high-quality service through transparent and objective processes, showing Europe at its best. Strong values are at the centre of ONE EACEA: commitment, integrity, objectivity, respect for others, and transparency.

⁽²⁾ For Education, Youth, Sport and Culture – EAC, for Communications Networks, Content and Technology – CNECT, for Justice and Consumers – JUST, for International Cooperation and Development – INTPA, for Neighbourhood and Enlargement Negotiations – NEAR, for Employment, Social Affairs and Inclusion – EMPL

⁽³⁾ COM(2023) 638 of 17 October 2023.

⁽⁴⁾ C(2022) 5057 of 22 July 2022 repealing Decision C(2021)951 and as amended by C(2022)9296 of 15 December 2022 and C(2023)4617 of 12 July 2023.

PART 2. Key performance indicators

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

Key performance indicators	Baseline (2023)	Milestone	Target
Time-to-Grant	91.6%	N/A	100% within 9 months
Time-to-Pay	96.3%	N/A	>96% of payments on time ⁽⁵⁾
Budget execution ⁽⁶⁾	100%	N/A	100%
Estimated risk at closure	0.7%	N/A	<2% of relevant expenditure

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

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

The Agency has also identified one additional key policy-oriented indicator for Erasmus+:

Key performance indicators	Baseline (2020)	Milestone (2023)	Target (2024)
Number of Higher Education Institutions taking part in the European University alliances	284	>430	To increase (at least 500)

⁽⁵⁾ In value, amount paid on time for operational budget (BGUE).

⁽⁶⁾ Commitment appropriations – operational budget.

PART 3. Delivering on the Commission's priorities: main outputs for 2024

EACEA will implement its delegated actions by publishing the calls from the 2024 work programmes and managing their respective evaluations. At the same time EACEA will continue with the conclusion of grant agreements and service contracts for the selected projects from the previous year and proceed to the pre-financing payments. EACEA will also need to prepare (and launch when requested) the calls for the following year and participate in the Commission's work on the plans for 2025.

In 2024, EACEA will manage around 8 000 projects across our different programmes, including a number of new actions such as Pilot Projects and Preparatory Actions (PPAs). Legacy activities will represent less than 16% of the total number of open projects.

Some of the 2024 Erasmus+ calls for proposals will continue to support projects linked to the **European Year of Skills, running until 8 May 2024**. Furthermore, cross-sectoral actions from the Creative Europe programme will continue to support **media freedom and media pluralism** through the calls related to news media.

Specific actions for Ukraine

In 2024, the Agency will play an important role in managing EU initiatives to support Ukrainian citizens through the programmes it manages:

- Efforts will be made to ensure that Erasmus+ provides support for the teaching and learning, which has suffered due to the Russia's war of aggression against Ukraine. In particular, teachers will be supported by the Ukrainian eTwinning National Support Office that has re-entered the network after two years.
- Ukraine will be able to be part of Eurydice, Euroguidance, Europass and the European Qualifications Framework networks as of 2024.
- The Erasmus+ Capacity Building actions for Youth and Sport will open to the Eastern Partnership, allowing Ukrainian organisations to participate in international cooperation projects based on multilateral partnerships with organisations active in the field of youth and sport in Erasmus+ Programme countries.
- The Pilot Project managed by the Agency 'Sports Supports – emergency sport actions for youth' is focusing on encouraging community integration through grassroots sports for children and young people arriving in EU as a result of humanitarian crises such as mass migration triggered by war.
- Through the Creative Europe programme, the Agency will provide support not only for Ukrainian artists, professionals of the audiovisual sector and cultural operators but also for displaced Ukrainian citizens by providing books in their own language.
- The new CERV call on the rights of the child focuses also on the specific needs of children who fled the Russia's war of aggression against Ukraine.

A. Erasmus+

Erasmus+ is the EU's flagship programme to support and strengthen education, training, youth and sport in Europe (?). The programme provides opportunities to study, be trained and participate in civil society activities in Europe and beyond. It also supports cooperation, allowing key players in education, training, youth and sport to develop innovative teaching, training and learning methods, modernise curricula and develop common tools and activities, as well as make better use of new technologies, and promote sport and healthy lifestyles.

The Agency will maintain its active engagement in the **European Education Area Working Groups**. The focus of the Groups is on 'Early Childhood Education and Care', 'Schools', 'Higher Education', 'Digital Education', 'Equality and Values in Education and Training', 'Vocational Education and Training and the Green Transition' and 'Adult Learning'. Through participating in the meetings, peer-learning activities and follow-up actions of the Working Groups, EACEA will share knowledge and expertise and provide the evidence-base from both the programme implementation side and the policy analysis.

EACEA will implement activities under the following Erasmus+ actions:

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

Erasmus+ 2024 calls will continue to support new innovative approaches to learning and teaching, including green and digital skills, entrepreneurship and other future-proof skills development.

To ensure broader access to the programme and the participation of people with fewer opportunities, EACEA will continue the implementation of the [Inclusion and Diversity Action plan](#) on Erasmus+ and European Solidarity Corps programmes, adopted on 5 April 2023. The Action Plan serves as a practical tool designed to inspire, guide, and promote effective inclusion and diversity practices throughout the entire project cycle.

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

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

National Agencies, National Erasmus+ Offices (NEOs), Erasmus+ National Focal points (ENFPs) and EU Delegations.

The Agency will continue to report on the implementation of projects and activities, support DG EAC in promoting and disseminating the project results and assist in the implementation of EAC's initiatives for dissemination and exploitation of results.

By implementing the actions described in the 2024 Work Programme for Erasmus+, ⁽⁸⁾ the Agency will primarily contribute to the achievement of the general objective **Promoting our European way of life (G.O - 5)** of the Strategic Plans 2020-2024 of DG EAC and DG EMPL, ⁽⁹⁾ with an indicative budget of EUR 968.57 million. This amount includes the contributions from the EU external action instruments 'Neighbourhood, Development and International Cooperation Instrument – Global Europe (NDICI-GE)' ⁽¹⁰⁾ and from the 'Instrument of Pre-accession III (IPA III)' ⁽¹¹⁾. The actions financed by these instruments are covered by the single Multiannual Indicative Programme (MIP) for the external dimension of Erasmus+ for the 2021-2027 period ⁽¹²⁾. They will also contribute to the general objectives **A stronger Europe in the World** and **A Europe fit for digital age**.

In 2024, the Agency will deliver [outputs](#) under the following specific objectives:

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

In the field of higher education, the European Universities represent a flagship initiative of the European strategy for universities that has the ambition to support at least 60 alliances involving more than 500 higher education institutions by mid-2024. As of the 2023 call, 50 alliances are up and running collectively involving more than 430 higher education institutions of various sizes and types located across Europe. This development has fostered unprecedented levels of institutionalised cooperation, making it systemic, structural and sustainable. The 2024 call for proposals will continue the rollout of the European Universities initiative. In addition, it will support the set-up of a community of practice for the European Universities to exchange best practices and experiences amongst them and to undertake coordinated dissemination activities towards the wider higher

⁽⁸⁾ Commission Decision C(2023) 6157 of 18 September 2023, currently under revision.

⁽⁹⁾ Specific Objectives are also mentioned in the Erasmus+ Work Programme.

⁽¹⁰⁾ [Regulation \(EU\) 2021/947 of the European Parliament and of the Council of 9 June 2021 establishing the Neighbourhood, Development and International Cooperation Instrument – Global Europe, amending and repealing Decision No 466/2014/EU and repealing Regulation \(EU\) 2017/1601 and Council Regulation \(EC, Euratom\) No 480/2009 \(Text with EEA relevance\) \(OJ L209 of 14.6.2021, p.1\)](#)

⁽¹¹⁾ [Regulation \(EU\) 2021/1529 of the European Parliament and of the Council of 15 September 2021 establishing the Instrument for Pre-Accession assistance \(IPA III\) \(OJ L330 of 20.9.2021, p.1\)](#)

⁽¹²⁾ Commission Decision C(2021) 6189 of 27 August 2021

education sector for its benefit. This will unlock its transformational potential. The implementation of the initiative will encourage building synergies between education and innovation, as highlighted in the European strategy for universities and the New European Innovation Agenda.

In 2024, the preparation for the second phase of the European Student Card initiative will be under the remit of the Agency. This initiative aims to simplify and facilitate student mobility in Europe by substantially reducing the administrative burden. A key component of this initiative is the adoption of a coherent digital ecosystem, which will become standard for all participating students and higher education institutions. The year 2024 will mark a pivotal moment in the preparation of the next phase of digital transformation, building on and further enhancing the future digital infrastructures supporting student mobility in Europe.

Jean Monnet actions will continue their established activities for higher education institutions (Modules, Chairs and Centres of Excellence) by promoting excellence in teaching and research in EU studies worldwide. The Agency will intensify the promotion of Jean Monnet's expansion into other fields of education and training, such as schools and vocational education and training through the Learning EU initiatives, and Support to Teacher Training. Jean Monnet actions will also implement policy debate activities through large thematic networks for higher education institutions, networks for schools and vocational education and training, as well as support designated institutions pursuing an aim of European interest. In 2024, the Jean Monnet thematic network on internal policy will focus on 'An Economy that works for people', contributing to the Commission political priority. Respectively, the networks on external policy in 2024 will be focused on Latin America and Africa, acting as a multiplier of EU values and expertise.

In the area of partnerships for innovation, the Alliances for Innovation, among other policy objectives, will continue, contributing to the European Innovation Agenda, encouraging the setting-up of incubators and supporting key areas such as deep tech domains, skills gaps, climate change, circular and green economy, demography, digitalisation and artificial intelligence. The call will also cover education and vocational education and training, in particular with the 'Blueprint for Sectoral Cooperation on Skills' action, a major element for the European Pact of Skills and support the objectives of the Green Deal Industrial Plan and the digital transformation.

Looking at the international dimension of the Erasmus+ programme, the Capacity Building in Higher Education action (CBHE) complements the EU's policy dialogue with third countries aiming to shape and adapt to current and emerging trends. These trends include economic globalisation, the recent decline in human development, fragility, rising social, economic, and environmental inequalities. The action is expected to contribute to the five overarching priorities of the European Commission ⁽¹³⁾.

⁽¹³⁾ [The European Commission's priorities | European Commission \(europa.eu\)](https://european-council.europa.eu/media/en/press-communications/infobox-item-0)

To reinforce the monitoring of CBHE projects, in 2023 the Agency has launched an 'External Monitoring' exercise with the first pilot being carried out in the Western Balkans region. In 2024, the Agency intends to enlarge the scope and continue the exercise in the Asia region. It involves independent external experts at different moments during the projects' life cycles and will provide an in-situ assessment of the implementation at three levels: i) Project, ii) Country and iii) Region/Sub-Region.

The National Erasmus Offices (NEOs) will continue promoting the programme throughout the 2022-2027 period, via a new grant application process to be launched in the first quarter of 2024 to allow for new grant agreements to be signed with them by the end of 2024 at the latest, covering the period 2025-2027.

Alumni - in Europe and beyond – play a crucial role as ambassadors and promoters of the European Union, the European education and training sectors, research, and the European mobility and cooperation programmes. A new 4-year framework contract to support their activities will start early 2024.

The year 2024 will mark the 20th anniversary of Erasmus Mundus. A large-scale event is planned to be organised in Brussels in spring 2024 to give further visibility to the action and showcase its achievements over the past 20 years. Since 2004, more than 600 different Higher Education Institutes (HEIs) from all countries associated to the Erasmus+ programme have implemented more than 580 Master projects, investing more than EUR 2 billion, benefitting around 35 000 students worldwide with scholarships to study in Europe. The event will be organised in collaboration with DG EAC and the support of an external service provider.

In the area of school education, the Agency will manage the selection of Erasmus Teachers' Academies projects under the 2024 Erasmus+ call, as well as the monitoring of selected projects. The action will continue to enhance a European and international outlook in teacher education, through innovative and practical collaboration between organisations active in initial and continuing teacher education and training and other stakeholders. These partnerships will embrace multilingualism and cultural diversity, develop teacher education in line with the EU's priorities in education policy, and contribute to the objectives of the European Education Area, in particular regarding the teaching profession.

An important aspect of Erasmus+ is the **digitalisation in the field of education**. The Agency will continue to contribute to the implementation of the 2021-2027 Digital Education Action Plan and its strategic priorities: (1) developing a high-performing digital education ecosystem; and (2) enhancing digital skills and competences for the digital transformation.

Under the successful European Digital Education Hub, a specific Higher Education Interoperability workgroup has been set up in 2023, which the Agency will continue to support. The objective is to jointly develop a Higher Education Interoperability Framework, encompassing practical guidelines for implementation, maintenance and governance.

In 2024, increased investment and support will be directed towards the European online platforms for virtual cooperation and digital education, such as the European School Education Platform (ESEP), the Electronic Platform for Adult Learning in Europe (EPALE) and the Online Language Support (OLS).

For ESEP, the final step of the merger of the former eTwinning & School Education Gateway will be completed early 2024 with the migration of requested historical TwinSpaces. 2024 will then focus on stabilising existing functionalities, as well as on new features and improvements following users' feedback. The annual theme for the eTwinning community, part of ESEP, in 2024 is 'Well-being at school'. The aim is to provide educators with the opportunity to explore and integrate a whole-school approach to well-being and mental health within the school education systems. To underline that the Ukrainian eTwinning National Support Office has re-entered the network after two years and will be funded at 100% of its operating costs. Two newly participating countries will join eTwinning.

EPALE will see the introduction of new features and functionalities in line with the renewed priorities of the European Agenda for Adult Learning. The annual EPALE community conference is scheduled for October 2024. EPALE is supported by a network of national coordinators, whose work supports the implementation of the Council Resolution on a new European agenda for adult learning 2021-2030 and the Council Recommendations on Upskilling Pathways, on Individual Learning Accounts, and on micro-credentials for lifelong learning and employability.

In terms of **policy analysis and policy support**, the Agency's role is to analyse how education systems are organised in Europe and how they deliver on the key European policy areas. This work is carried out with the help of the Eurydice network, comprising 40 national units delegated by the competent ministries and based in all 37 countries of the Erasmus+ programme. In 2024, the Eurydice network will welcome 3 new members, from Ukraine, Moldova and Georgia. The work of the Eurydice network is described in the specific 2023-2024 Eurydice Work Programmes endorsed by the DG EAC Directors' Board. In 2024, the Agency will also support DG EAC by collecting a rich set of indicators to support the monitoring of Member States' progress on the European Education Area (EEA) and the Council Resolution on a strategic framework for European cooperation in education and training ⁽¹⁴⁾. These are used in in DG EAC's flagship publication 'Education and Training Monitor'.

In the area of policy analysis, the Agency is expected to deliver the following reports:

- i. **Education for sustainability at school in Europe** (March 2024)

⁽¹⁴⁾ [OJ C 66, 26.2.2021](#)

This Eurydice report will support the follow-up work related to the June 2022 Council Recommendation on learning for the green transition and sustainable development.

ii. **Bologna Process implementation report** (May 2024)

In May 2024, a new edition of the Bologna Process implementation report will be published. The report will showcase all the progress made on mobility, quality assurance and recognition, implementation of the principles of the Social Dimension in the European Higher Education Area (EHEA). The publication contributes to the work of the Ministerial conference that assesses the progress made within the EHEA and decides on the new steps to be taken.

iii. **Key data on Early Childhood Education and Care (ECEC)** (December 2024)

The new edition will include some new indicators to reflect recent policy developments, such as the Council Recommendation establishing a European Child Guarantee and the revised Barcelona targets.

EACEA will continue to be a data provider in the field of education and implement the European Higher Education Sector Observatory. The Observatory aims at combining EU data tools and capacities (ETER, U-Multirank, Erasmus+ database, DEQAR, Eurostudent, Eurograduate, Eurydice related reports, Mobility Scoreboard, etc.) in one single place. Its main objective is to monitor the implementation of the European Strategy for Universities and to provide evidence on the institutional transformation progress across the EU. The Observatory will be a section within the National Policies Platform, already hosting other studies and analysis of the Eurydice network, as well as the YouthWiki and the mobility scoreboard.

[Specific objective 5.2 - Vocational education and training effectively addresses the labour market needs and prepares people for the green and digital transition]

Erasmus+ is the main source of EU funding that contributes to achieve the ambitious targets set out in the European Skills Agenda.

Capacity Building in the field of Vocational Education and Training action aims to improve the relevance, accessibility and responsiveness of VET institutions and systems in third countries as a driver of sustainable socio-economic development.

With a budget for 2024 to fund 14 projects, the action dedicated to **CoVE (Centres of Vocational Excellence)** aims to explore the full potential of Vocational Education and Training (VET) institutions to play a proactive role in supporting growth and innovation. The CoVEs will involve countries with well-developed and evolving vocational excellence systems, thus contributing to regional development and smart specialisation strategies, as well as to international collaborative platforms.

The 2024 **Policy Experimentation** call will cover sectoral and cross-sectoral needs under 6 topics and address 13 key European priorities in digital education, vocational education and training, adult education, school education and higher education, with a strong emphasis on entrepreneurship, on how we use and value the green and digital skills in economy, as well as on other policy priorities, such as learning mobility of teachers and apprentices. By combining strategic leadership, methodological soundness and a strong European dimension, selected projects will enable mutual learning and support evidence-based policy at European level.

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

In the **field of youth**, Erasmus+ will continue to support projects that offer opportunities for young people to participate in democratic life, social and civic engagement. The focus will be also on raising awareness and understanding the European Union project in terms of the common EU values, the principles of unity and diversity.

To ensure evidence-based policymaking and in line with the EU Youth Strategy, action grants are available for national correspondents to help provide the support needed to maintain the Youth Wiki tool on youth policies in Europe. It covers the following themes: education and training, employment and entrepreneurship, health and well-being, participation, voluntary activities, social inclusion, youth and the world, creativity and culture, and youth work. Detailed information is provided by a network of national correspondents of 33 countries participating in the Erasmus+ programme.

In 2024, the Network will continue the regular updates of national descriptions. The Agency will perform quality check of the information provided by the Network to ensure that it is of the highest quality and up to date. The Agency will support the work of the European Commission in implementing the agenda of the incoming EU Presidencies by, among other activities, developing and updating online comparative maps and producing a short feasibility study on indicators to monitor policy progress in the area of Youth mobility.

Moreover, in 2024, the Agency will work on the Staff Working Document on the situation of young people in Europe, accompanying the Commission EU Youth Report on the implementation of the Youth Strategy.

The Agency will continue to implement calls for proposals addressing youth and youth policies. They will specifically target activities leading up to the 2024 European Parliament elections and on the participation of young people in the democratic process:

- for the Civil Society Cooperation call, the 2024 European Parliament (EP) elections have been incorporated into the themes and priorities. Activities include promoting

active citizenship and encouraging people to participate in the democratic process and in society by organising events, workshops and training;

- for the European Youth Together call, projects will implement activities around the EP elections and more broadly related to democratic processes.

The Agency will also oversee the European Youth Forum grant. European Youth Forum is the biggest youth platform in the world, advocating towards European and international decision-makers to strengthen the youth perspective in key political processes. The topics discussed are: recognition of youth rights, stronger youth participation, social and economic inclusion of young people and a greener, more sustainable Europe. Within the framework of 2024 operating grant, the European Youth Forum will also be heavily involved in European Youth Week in April 2024.

Furthermore, the Agency manages the Eurodesk Brussels Link grant (EBL) that ensures the coordination of the Eurodesk Network, which is composed of national units established in programme countries which engage young people in European consultations and events via their network of over 3 000 so-called ‘multipliers and ambassadors’. These networks include regional and local organisations working with young people. EBL contributes to European activities and initiatives of high visibility such as the European elections, the European Youth Week and the European Youth Portal. It promotes the EU Youth Strategy, the Erasmus+ programme, and the European Solidarity Corps, along with other European Union initiatives in synergy with and as advised by the European Commission.

The Agency is also pursuing its action on Capacity Building in the field of youth promoting cooperation with the Western Balkans and Southern Mediterranean countries. In 2024 the Call budget has been increased to include Eastern partnership countries: Armenia, Azerbaijan, Georgia, Moldova and Ukraine. The emphasis is on improving the capacity of youth organisations in these regions to participate in international cooperation projects.

The Agency has been sharing the responsibility for DiscoverEU with DG EAC since 2022. DiscoverEU allows 18-year-olds to apply for a short-term individual or group trips across Europe, primarily by rail, with some exceptions for those living on islands or in remote areas. DiscoverEU provides travel passes and related services for selected DiscoverEU participants via specific contracts signed with an external provider. The two application rounds that took place in 2023 continued to be highly successful with increasing number of applicants. DiscoverEU is therefore expected to keep up its momentum in 2024, in part because of the efforts in broadcasting information and facilitating networking through social media and IT applications (DiscoverEU Travel App).

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

The structure and aims of the **Sport actions** will continue to support the promotion of education in and through sport, healthy lifestyles for all, social inclusion, as well as the

integrity and values of sport, and exchange opportunities for sport staff. In 2024, a strong emphasis will be given to projects addressing the consequences of Russia's war of aggression against Ukraine. To help reach these objectives and in consistency with the EU Work Plan for Sport, the funding opportunities are covered by the following 3 actions: 'Cooperation partnerships', 'Small-scale partnerships' and the 'Not-for profit European Sport events'. This last action also aims at fostering volunteering in sport and health-enhancing physical activities.

Cooperation and inclusion are enhanced through the 'Capacity Building in the field of Sport' action supporting international cooperation projects aimed at raising the capacity of grassroots sport organisations in countries that are not associated to the programme. In 2024, the action will cover sport activities and policies in Region 1 (Western Balkan) and Region 2 (Neighbourhood East), allowing also Ukrainian organisations to participate as of 2024 in international cooperation projects.

Designated organisations will be invited to present a project for the implementation of the national activities for the 2024 and 2025 European Week of Sport. Further to the selection process a 2-year grant agreement will be signed in spring 2024.

There will also be two calls for a prize in the field of sport: the #BeActive Awards and the #BeInclusive Sport Awards, to support projects that are dedicated to promoting sport as a tool for social inclusion and sustaining peace across Europe. Winners of these two prize contests will be showcased at gala events, to be held in autumn 2024 and spring 2025 respectively.

The [E+ Sport Info Day 2024](#) which marks the 10th anniversary of Erasmus Sport and the Agency's participation in the EU Sport Forum will be the primary events for presenting the new funding opportunities and activities in the field of sport. It will give an opportunity to showcase the achievement of the Sport actions over the past 10 years. The success of the Sport action has seen a remarkable growth, with applications tripling from 500 initially to 1 500. In ten years, almost 1 900 collaborative projects and more than 130 sport events have been supported, fostering the collaboration of more than 5 000 different stakeholders.

In conclusion, the Erasmus+ Programme plays a key role in strengthening the European project, particularly in the context of the 2024 European elections. The programme can reach out and engage many different actors, promoting education, training, youth and sport while fostering European values, history and culture. Furthermore, the programme empowers young people and encourages their active participation in democratic life.

B. Creative Europe

The Creative Europe programme ⁽¹⁵⁾ is the multiannual EU programme directly targeting the cultural and creative sectors (CCS). Its objective is to safeguard, promote and develop European cultural and linguistic diversity and heritage. It also aims to increase the competitiveness of Europe's cultural and creative sectors as well as to support independent production and distribution companies in the audio-visual field, and a wide range of operators in the cultural field.

In 2024 EACEA will carry out activities under the following strands:

- Culture
- MEDIA
- Cross-sectoral

The Programme will address the cross-cutting issues of inclusion and diversity, gender balance, and actions to stimulate the green transition of the cultural and creative sectors. EU values remain at the core of the EU programmes, and it is expected that beneficiaries and activities under the Creative Europe Programme will respect these values.

As the Agency launches the planned 2024 calls, it will simultaneously manage the projects selected under the 2021, 2022 and 2023 calls, and finalise the signature of the grant agreements of the calls closed in the second half of 2023. With the first projects of the current MFF coming to an end, the Agency will shift its focus to reporting and monitoring ongoing long-term projects started in 2022. This way, EACEA will contribute to the continuing evaluation of the programme by providing data on results, success stories, best practices and other relevant statistics. In parallel, the Agency will continue to support and monitor the ongoing projects from the previous MFF 2014-2020.

Communication activities to present the Creative Europe programme and its funding opportunities will continue to be organised by DG CNECT, DG EAC and by the Creative Europe Desks with the support of the Agency and the EU Delegations. Moreover, the Agency will continue to be actively involved in disseminating information about the programme.

The Agency will primarily contribute to the achievement of the following general objectives: **A Europe fit for the Digital Age (G.O 2 / DG CNECT)** and **Promoting our European way of life (G.O 5 / DG EAC)**, of the Strategic Plans 2020-2024 of DG CNECT and DG

⁽¹⁵⁾ [Regulation \(EU\) 2021/818 of the European Parliament and of the Council of 20 May 2021 establishing the Creative Europe programme \(2021-2027\) and repealing Regulation \(EU\) No 1295/2013 \(OJ L189 of 28.5.2021, p.34\)](#)

EAC, by implementing the actions described in the 2024 Work Programme for Creative Europe ⁽¹⁶⁾ with an indicative budget of EUR 295.3 million.

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

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

– Culture strand

The Culture strand will continue to support cultural and creative operators in enabling cooperation at the European level, in creating European cultural and artistic works and their circulation, and in strengthening the capacities of the organisations involved. It will also support cultural and creative operators in their efforts to reach audiences in Europe and beyond.

Projects to be funded should contribute to the recovery and resilience of the cultural and creative sectors, making them more resilient to crises in the future. Culture's role in promoting health and well-being, especially mental health will be encouraged in all actions.

Considering the significant consequences that Russia's war of aggression in Ukraine has on the population and the cultural and creatives sectors of this country as well as in its neighbourhood, support is still needed and will be provided to enable artists to sustain their activities and give access to culture to the Ukrainian displaced population. In particular:

- One of the priorities in the 2024 cooperation projects calls will be to give support for Ukrainian cultural and creative sectors to allow them to continue creating and showcasing Ukrainian culture and/or prepare the post-war recovery;
- Projects with the objective of providing European or Ukrainian books in Ukrainian language to Ukrainian refugees and displaced people will be encouraged, and the printing of non-translated Ukrainian books will be eligible;
- Through the Music Moves Europe initiative, the Ukrainian music ecosystem will be able to ask for support.

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

– MEDIA strand

The MEDIA strand aims to encourage cross-border cooperation and innovation in the creation, production, promotion and distribution of European audiovisual works. The strand has been strengthened to focus on increasing cooperation at EU level – through support for co-development, structured networks and partnerships – to scale up audiovisual enterprises and boost the competitiveness of European audiovisual production and distribution at

⁽¹⁶⁾ Commission Decision C(2023) 6084 of 14 September 2023

European and global levels. MEDIA will continue to support high-quality projects that address at least one of these key elements, while adapting to emerging trends. It will do so by accompanying the growth in cross-border audiences for high-quality TV series and the increasing opportunities for virtual reality experiences, for example.

A revised Markets and Networking call will be launched with the focus on innovative works, the possibility to support networks of markets and the inclusion of projects previously supported by the Writing European preparatory action.

In parallel, the MEDIA actions will continue to implement financial incentives for greening in 2024. Most schemes will require beneficiaries to present greening strategies such as reducing air travel. Greening costs will be funded. For example, within the Market and Networking action, the beneficiaries will have to undergo the process of acquiring a sustainability certificate when physical events are involved.

All projects will undergo continuous monitoring and follow-up to ensure proper implementation and to identify success stories for policy feedback.

– Cross-sectoral strand

The Cross-sectoral strand promotes cross-cutting activities spanning the audiovisual and other cultural and creative sectors. The Agency continues to support actions related to news media, in line with the current legal framework. These include the calls on Journalism Partnerships and Media Literacy, with the Journalism Partnerships action divided into two topics in order to better cater to the needs of the sector.

The results of the Creative Innovation Lab, which has been adapted to reflect the lessons learned from the previous calls, will also continue to be closely monitored. This action supports innovation across the sectors of the cultural and creative industries, for example by contributing to the New European Bauhaus as well as the building of virtual worlds.

The Creative Europe Desks will continue to play a major role in providing support and information on the programme by assisting potential applicants, stimulating cross-border cooperation, supporting the Commission, and carrying out communication and dissemination activities for funding opportunities and results obtained in their respective countries. Support will be provided to set up new Desks. The Ukrainian Desk will continue to be funded at 100% of its operating costs.

C. Citizens, Equality, Rights and Values

The Citizens, Equality, Rights and Values (CERV) programme ⁽¹⁷⁾ promotes EU citizenship and EU common values, and enhances citizens' participation in EU democratic life. The programme brings together the former 'Rights, Equality and Citizenship' and 'Europe for Citizens' programmes.

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

- Citizens' engagement and participation
- Union Values
- Equality, rights and gender equality

Building on the previous programmes, the CERV programme provides funding for citizens' engagement, equality for all, and the implementation of EU rights and values. It also addresses the green strategy, through the calls of the Citizens' engagement and participation strand, and will aim to engage citizens in discussions about the climate and the environmental actions. The new call on the rights of the child is shared between the citizens' engagement and participation strand and the equality, rights and gender equality strand that supports a comprehensive, gender-sensitive and intersectional approach and funds actions to address the disadvantages faced by specific groups and communities particularly affected by discrimination.

The Agency will primarily contribute to the achievement of the general objective **A new push for European democracy (G.O 6)**, of the Strategic Plan 2020-2024 of DG JUST, by implementing the actions described in the multiannual Work Programme for 2023-2024 for Citizens, Equality, Rights and Values ⁽¹⁸⁾, with an indicative budget of EUR 159.45 million dedicated to the calls implemented in 2024.

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

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

In 2024, the following calls will aim at achieving the established objectives:

The call on promoting capacity building and awareness of the EU Charter of Fundamental Rights and the calls of the Citizens engagement and participation strand ⁽¹⁹⁾ will continue with a budget allocation similar to that of 2023. The new 'Rights of the child and children's participation' call ⁽²⁰⁾ aims at responding to children's current

⁽¹⁷⁾ [Regulation \(EU\) 2021/692 of the European Parliament and of the Council of 28 April 2021 establishing the Citizens, Equality, Rights and Values programme and repealing Regulation \(EU\) No 1381/2013 of the European Parliament and of the Council and Council Regulation \(EU\) No 390/2014 \(OJ L156, of 5.5.2021, p.1\)](#)

⁽¹⁸⁾ Commission Decision C(2022) 8588 of 1/12/2022

⁽¹⁹⁾ European remembrance, Network of Towns and Town Twinning

⁽²⁰⁾ Financed by budget appropriations of 2023 and 2024

needs and challenges in the EU, including the specific needs of children who fled the Russia's war of aggression against Ukraine. Key priorities of the call will be children's mental health, integrating a child's rights perspective in actions at national and local levels, and facilitating children's engagement and participation in the decision-making processes. This call will focus on implementing actions and recommendations from the EU Strategy on the rights of the child at the EU, national and local levels.

The call on Union Values, as part of the Union Values strand which supports entities that contribute to the vitality and promotion of the EU's common values and rights, will see a significant budget increase ⁽²¹⁾ compared to previous years. Grant agreements will be signed with beneficiaries of operating grants within the existing framework partnerships.

The Agency will manage these strands of the programme together with DG JUST. The selection processes for the calls launched in 2023 will be finalised while encouraging and supporting the creation of a robust and sustainable Civil Society Organisation (CSO) sector at national and local level. EACEA will also continue to work closely with DG JUST when implementing and monitoring the Union Values strand.

The Agency will actively promote the programme and publish all necessary information in line with the communication and outreach strategy designed with DG JUST. The programme's network of National Contact Points (designated bodies) will be extended in cooperation with the Member States. This will be instrumental to the dissemination of information about the programme and to ensure that all European citizens have access to it without any form of discrimination on grounds of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. The Civil Dialogue will serve as a valuable platform for interactions related to programme implementation, through kick-off meetings and info days.

In parallel, EACEA will finalise projects under the legacy of the 2014-2020 Europe for Citizens programme.

D. European Solidarity Corps

The European Solidarity Corps ('the Corps') ⁽²²⁾ aims to strengthen the engagement of young people and organisations in accessible and high-quality solidarity activities. The Corps is a means to help strengthen cohesion, solidarity and democracy in Europe and abroad and to address societal and humanitarian challenges on the ground, with a particular focus on promoting social inclusion.

The Agency will primarily contribute to the achievement of the general objective **Promoting our European way of life (G.O 5)**, of the Strategic Plan 2020-2024 of DG

⁽²¹⁾ Financed by budget appropriations of 2023 and 2024

⁽²²⁾ [Regulation \(EU\) 2021/888 of the European Parliament and of the Council of 20 May 2021 establishing the European Solidarity Corps programme and repealing Regulations \(EU\) 2018/1475 and \(EU\) No 375/2014 \(OJ L202, 8.6.2021, p.32\)](#)

EAC, by implementing the actions described in the 2024 Work Programme for the European Solidarity Corps ⁽²³⁾, with an indicative budget of EUR 18.8 million.

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

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

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

- Volunteering
- Quality and support measures

The Agency will continue to implement the European Solidarity Corps ‘Quality Label’ accreditation process for humanitarian aid organisations. Organisations can submit their proposals on an ongoing basis until 2027. Attaining a Quality Label accreditation for humanitarian aid is a prerequisite for organisations to apply for Humanitarian Aid Volunteering. Whilst the overall number of proposals is satisfactory, the Agency has observed that a number of applicants lack the necessary qualifications in the field of humanitarian aid. Promotional efforts will continue to attract relevant organisations. A selection round is scheduled for 2024.

General interest in the European Solidarity Corps, covering international volunteering activities in support of humanitarian aid operations, has been steadily increasing since its launch in 2022. This initiative facilitates the transition from the humanitarian response to long-term sustainable and inclusive development, link relief, rehabilitation and development, and reinforce disaster preparedness and disaster risk reduction. It not only addresses ongoing societal needs within Europe but also responds to humanitarian challenges in non-EU countries affected by man-made or natural disasters. Moreover, it strengthens the capacity and resilience of vulnerable or disaster-affected communities. A new selection will take place in 2024 accompanied by a slightly increased budget.

The Volunteering Teams in High Priority Areas action continues to provide grants for organisations that propose volunteering activities. The organisations are accredited with a Quality Label by the National Agencies. A new selection will take place in 2024 to address the policy priorities of:

⁽²³⁾ Commission Decision C(2023) 5902 of 5 September 2023

- relief for persons fleeing armed conflicts and other victims of natural or man-made disasters.
- inclusion, namely on fostering positive learning experiences and outcomes for young people with fewer opportunities.

In 2024, many of the first project generation will come to an end, providing an opportunity to assess their impact across various priority areas. This will allow to have a view on the impact of the projects in different priority areas.

General Online Training is accessible to young people registered in the [EU Academy platform](#). Training programmes and online courses are available in 28 languages. The platform also features Inspiring Youth Talk developed as part of the General Online Training. They cover highly relevant topics such as the situation in the Ukraine, climate change, skills development and workforce. In 2024, the Agency will work with a service provider on minor updates/editing in the EU Academy environment for items which could not be covered by the Joint Research Centre.

Young individuals interested in volunteering in the field of humanitarian aid must follow an online training on the [EU Academy platform](#). If they complete the course successfully, they are eligible to register for the compulsory face-to-face training. EACEA has contracted a service provider to support both aspects of the training (online and face-to-face). There is a significant interest from young people to follow the training, posing challenges in meeting the demand of the available training slots. Only young people who have completed training will be selected as volunteers in humanitarian aid volunteering activities. In 2024, an assessment is planned to determine how many trained candidates continue with a volunteering activity. This action is also supported by trainings in the Online Language Support service. These trainings are instrumental to ensure that a high number of young people can directly access the programme by registering on the European Youth Portal.

The European Youth Card serves as another important tool to promote cultural and other activities across participating countries. The Agency will manage the grant for the European Youth Card Association (EYCA) to provide all European Solidarity Corps volunteers with a European Youth Card.

Following DG EAC's communication strategy and working closely with its parent DG, the Agency will continue to publish information and organise info days as well as kick-offs and monitoring meetings for all centralised European Solidarity Corps actions. The Agency will also contribute to the programme's network of National Agencies, facilitating communication for dissemination in programme countries and third countries associated to the programme.

The Agency will ensure a smooth phasing out of the legacy programmes of both the EU Aid Volunteers programme and the European Solidarity Corps 2018-2020. Significant parts of these programmes were postponed or disrupted between 2020 and 2021 due to the COVID-19 pandemic.

E. Intra-Africa academic mobility scheme

The Intra-Africa Academic Mobility Scheme is the EU's programme to encourage international learning mobility across the African continent by providing support for consortia of African Higher Education Institutions and scholarship opportunities for African trainees, students and staff. By building on its successful past experience, the new Intra-Africa Academic Mobility Scheme V (2022-2027) aims to contribute to the economic, social and human development of Africa by improving the skills and competences of individuals in different areas, in particular those linked to climate change and green transitioning.

The Agency will primarily contribute to the achievement of the general objective **A stronger Europe in the world (G.O 4)**, of the Strategic Plan 2020-2024 of DG INTPA. The Agency will do this by implementing the actions described in Annex 2 of the multiannual action plan in favour of Sub-Saharan Africa for 2022 Part 1 ⁽²⁴⁾. The Multi-Annual Indicative Programme for Sub-Saharan Africa 2021-2027 ⁽²⁵⁾ provides the legal frame and NDICI-Global Europe is the financing instrument for this action.

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

[Specific objective 14: Human development for all is improved, in particular for youth, women and girls, and the most marginalised and vulnerable populations]

According to its mandate, the Agency will prepare and publish the calls for proposals, conclude the grant agreements with the successful candidates and manage procurement procedures for technical assistance of the programme, if necessary. It will also organise related information events and offer support to selected projects and to scholarship holders.

Within the scope of the programme, the Agency will assess projects results and their impact, provide policy feedback and support to the Commission services. It will also work towards the implementation of communication and dissemination activities and events to improve the visibility of higher education institutions and study opportunities in Africa (e.g. online information resources, students' fairs, cluster meetings).

A new call for proposals is scheduled to be published in Q4 2024 but it will be implemented in 2025.

Finally, EACEA will continue monitoring the ongoing projects from the previous programme (2016-2020), as well as the newly selected projects (2023) including on-the-spot visits, assessment of progress and final reports (according to contractual deadlines), performing checks and recovery procedures including *ex post* audits.

⁽²⁴⁾ Commission Decision C(2022) 7113 of 30 September 2022, Annex 2.

⁽²⁵⁾ Commission Decision C(2021) 9373 of 15 December 2021.

F. Pilot Projects and Preparatory Actions (PPAs)

A Pilot Project is an initiative of an experimental nature designed to test the feasibility of an action and its usefulness. They test new policy ideas for which there is no legal base yet. As such they may be implemented without a basic act, provided that the actions which they are intended to finance fall within the competences of the European Union. A Preparatory Action – normally the successor of a successful pilot project on the same matter – is designed to prepare new actions, such as EU policies, legislation and programmes.

According to its mandate, the Agency is implementing PPAs in the following fields and will deliver [outputs](#) for the actions described.

Education, Youth and Sport

In 2024, the Agency will continue monitoring legacy projects related to vocational education and training (VET) mobility under two calls for proposals: ‘Pilot VET mobility scheme for the Enlargement countries and Africa’ (2018) and ‘Pilot VET mobility scheme for the Western Balkans’ (2019) as well as the projects awarded in the field of sport under the following calls:

- Building investigative capacity to better fight doping in sport in Europe (2021 Pilot Project);
- Grassroots sport programmes and infrastructure innovation (2021 and 2022 Preparatory Action);
- Sport as a tool for integration and social inclusion of refugees (2021 Preparatory Action);
- Sport for People and Planet - a new approach on sustainability through sport in Europe (Pilot Project, new in 2022 and continued in 2023);

Sport Supports - emergency sport actions for youth (Pilot Project, new in 2023). This action is continuing with a new call in 2024 ⁽²⁶⁾ aiming to create sport emergency programmes in the event of humanitarian crises such as war.

Culture and Media

In the field of Culture, the Agency will implement the Pilot Project ‘Establishing a European Heritage Hub to support a holistic and cost-effective follow-up of the European Year of Cultural Heritage’. In the field of Media, EACEA will finalise the selection of the Preparatory Action ‘Writing European’ launched in 2023 and monitor the implementation of the ongoing projects.

⁽²⁶⁾ C(2024) 927 final of 16 February 2024

PART 4. Modernising the administration: main outputs for 2024

The Agency is committed to advancing its administrative processes, making them more modern and efficient in the management of its mandated programmes. This transformation is facilitated by the ongoing continuous improvement exercise, launched at the Agency level in 2022. In particular, further increase in effectiveness and efficiency is expected from:

- the full onboarding of the PPPAs into eGrants
- the deployment of the programme-specific KPI tools: The KPI tools had been defined in collaboration with the corporate services during 2023 and will enable, upon their deployment, to collect the key performance indicators throughout the entire life-cycle of the projects (i.e. at submission, grant agreement preparation and reporting stage) and to assemble and share statistics on action or programme level, essential for the monitoring and evaluation of the success of the programmes in alignment with the original policy objectives.

To ensure that the Commission policy-making process is enriched with evidence from projects, platforms and analyses supported by EACEA-managed programmes, the Agency will continue to implement the Feedback to Policy Framework adopted in March 2023 which establishes Agency-wide principles, practices, and governance. Together with the parent DGs, EACEA will implement the pilot “Digital Transition” Feedback to Policy Plan and create an accessible, up-to-date Repository of EACEA F2P Outputs. Based on the outcomes of the pilot Plan, the Feedback to Policy Plans on the other cross-cutting programme priorities - ‘Inclusion and Diversity’ and ‘Green’ - will be developed.

In 2024, the Agency will further expand the use of corporate tools to manage not only grants, but also experts, procurement and *ex post* audits. In particular, for eProcurement, EACEA is fully involved with the pre-award business processes which are mandatory for open, restricted, negotiated procedures, competitive procedures with negotiation, and design contests. Furthermore, EACEA is ready for implementation of the post-award eProcurement solution (contract management) as soon as it is made available at corporate level. To facilitate the change management process and ensure the smooth use of eProcurement, a set of training sessions are planned to support the rollout phase.

The end of 2024 will bring an important development in corporate IT tools, with the introduction of SUMMA, the European Commission's next-generation corporate financial system. SUMMA is aiming to modernise, harmonise and standardise EU financial business processes. In this respect, the main challenges for the Agency will be to accelerate the phasing-out of legacy projects and finalise pending recovery orders to enable a seamless migration to the new tool.

The internal control framework ⁽²⁷⁾ 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.

EACEA has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the agency'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.

A. Human resource management

HR strategy

In March 2023, a common HR strategy was adopted by all Executive Agencies, running until 2027. In 2024, the Agency will commence the implementation of a 2-year action plan consisting of 23 actions. The Strategy focuses on attractiveness and staff retention, selection and recruitment, and career prospects. A few highlights of the topics related to these actions:

- Work life balance and wellbeing (e.g. BE WELL programme);
- Psychological health (e.g. appointment of a Mental Health First Aid contact);
- Learning & Development offer (e.g. job shadowing, enhanced and harmonised training offer);
- Diversity and Inclusion (e.g. promote common guidelines for a more inclusive Selection & Recruitment S&R).

The Agency will also continue to support bottom-up initiatives such as EACEA Empowered. With the upcoming move to a new building, and the consequent new ways of working (Dynamic Collaborative Space), the Agency will keep accompanying staff throughout these changes. Different workshops will be organised ahead of the move, and tailor-made trainings will be offered to staff during the whole year to support this change and further digitalisation of our processes. Moreover, the existing competency framework and self-assessment tool will be further reinforced and promoted.

The Agency will also strengthen its commitment to the Anti-Harassment policy by coordinating the Confidential Counsellors Network, and organising dedicated events and trainings, such as the Respect & Dignity week.

Female middle management

⁽²⁷⁾ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

The Agency will continue to work closely with the parent DGs in a joint effort to ensure increased female representation in middle management positions and achieve better gender balance.

Currently, the Agency has 2 female Heads of Department and 5 female Heads of Unit, representing in total 44% of the middle management roles. Additionally, 6 out of 11 Deputy Heads of Unit are women (54%). At Head of Sector level, women already make up 50% (15 out of 30).

By the end of 2024, the Agency aims to ensure that women occupy 50% of middle management positions.

Recruitment of new staff

To successfully contribute to delivering on the Commission's objectives, in 2024 the Agency will continue the work started in 2021 to deliver on both contract and temporary agents' recruitments. EACEA is expected to grow to over 600 posts by 2027. As such, staff selections and recruitments will continue to be key for the Agency in 2024. Further selections for several profiles will be launched through external procedures and via the job market to enable mobility across the Agencies and with the Commission. Given the significant number of newcomers expected in 2024, the Agency newcomers' on-boarding programme will be fine-tuned to ensure their integration into the Agency.

Modern and attractive workplace

In line with the Commission decision ⁽²⁸⁾ on working time and hybrid working, the Agency will promote a culture of work-life balance and will keep monitoring and assessing the implementation of the decision.

Relocating to the North Light building (SB34) offers the chance to enhance the attractiveness of the workplace and provide support to staff and managers in working in modern offices and from home. The new premises will be equipped with ergonomic furniture as well as dynamic collaborative and social spaces. The staff has been and will be consulted and involved regularly via the responsible team, the staff Committee representatives and pulse surveys in shaping the new spaces.

Staff survey

Following the result of the new 2023 Staff survey a new action plan with additional staff engagement initiatives will be designed to respond to its findings. The HR and internal communication teams will continue to work closely together to reinforce a culture of two-way communication, openness and transparency.

A new Internal communication strategy, covering the period 2024-2026, will be prepared.

⁽²⁸⁾ C(2022)1788 of 24 March 2022

B. Sound financial management

In order to monitor the efficient use of resources in 2024, the Agency will keep on following its financial management indicators, namely risk at payment, at closure, and overall costs of controls. Attention will be paid to three primary components of these financial management indicators:

- **Error rate:** this metric will be monitored throughout the whole year and reported monthly to management.
- **Corrective capacity:** in 2024, EACEA will maintain the focus on the expected returns from risk-based *ex post* audits, selecting high-risk projects with significant potential related recoveries. The Agency will work on recovery orders due and not paid, whose treatment is now under control thanks to the efforts of a dedicated task force which is continuing its action in 2024.
- **Cost-effectiveness of controls:** the introduction of corporate tools for all main business processes of the Agency will enable more and more controls to be directly embedded in the above-mentioned tools. This approach is expected to help mitigate the risk generated by the increase in budget amount managed in 2024, given the actual number of staff.

In 2024, the Agency expects to keep the risk at payment and risk at closure below 2% of the relevant expenditure. Additionally, it aims to stabilise the overall cost of controls around the average trend reported by the Agency in the last 3 years.

Budget implementation

In 2023 the Agency will diligently discharge its budgetary duties in full alignment with its mandate. The Agency will prepare the necessary for the 2024 draft budget in support of the parent DGs' presentations to the pre-hearings and hearings with DG BUDG. EACEA will assume responsibility for both the preparation and revision of the Budget Implementation Forecast (BIF) and will contribute to the overall transfer process. Ongoing international uncertainties such as Russia's war of aggression against Ukraine, higher fuel prices, the risk of economic downturn, had no impact in 2023 on the budget execution rate. However, in 2024, EACEA will continue to closely monitor the budget implementation and will take mitigating measures as required. The automation of budget planning will still be improved thanks to corporate and non-corporate tools to facilitate more effective decision-making and monitoring processes.

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

C. Fraud risk management

In December 2023, the EACEA antifraud strategy 2021-2023 came to an end.

In 2024, the new antifraud strategy 2024-2026 will be developed with the aim to obtain approval from the EACEA Steering Committee.

The new strategy will be based on the analysis of the fraud cases over the period 2012-2023 and the achievements of the previous antifraud strategy. It will be designed in accordance with OLAF methodology and guidance for services' anti-fraud strategies. It will also take into account the Commission's antifraud strategy action plan, to which implementation EACEA will contribute.

In the meantime, the key measures outlined in the antifraud strategy 2021-2023 continue their course of action. These include:

- i. Conducting fraud awareness actions through different channels such as newsletters on fraud-related subjects, participation in newcomers' induction training, exchanges with the network of Project officers, ad hoc briefings to the units;
- ii. Organising training sessions on fraud detection;
- iii. Maintaining continuous cooperation with OLAF and EPPO on fraud cases;

EACEA will continue to actively participate and contribute to the antifraud networks (FPDNet and FAIR), report to OLAF and EPPO on cases, ensure the implementation and the follow-up of recommendations, as well as undertake other precautionary and/or corrective measures (termination, legal proceedings, enforced monitoring, recovery procedures, audits, EDES).

D. Digital transformation and information management

Digital transformation

In 2024, the Agency will continue its digital transformation, implementing its Digital Strategy for 2023-2025. This strategy not only supports the implementation of the Commission's Digital Strategy but also prioritises the use of corporate tools and reusable components ⁽²⁹⁾. In doing so, the Agency serves a double objective: Advancing the new Commission Digital Strategy and optimising the use of its digital capacities. Additionally, specific actions will ensure the orderly phasing out of legacy grant management systems.

EACEA will proceed with the implementation of the European Student Card Initiative in 2024 and will seize this opportunity to rationalise IT procurement in the Agency and to streamline the Agency's IT activities.

⁽²⁹⁾ Communication on the Commission Digital Strategy C(2022)4388.

Some concrete examples of the work that will continue or start in 2024 are:

- Objective #1 DIGITAL CULTURE. Data and cybersecurity awareness will be a continuous activity, building on the work done in 2023. The migration to the new intranet, based on SharePoint Online, will be completed in early 2024 to enhance data and knowledge management.
- Objective #2 DIGITAL-READY POLICY MAKING. Although the Agency does not formulate policies, it will collaborate with delegating DGs to ensure that digital aspects are considered from the outset in the design of policy implementation actions. The Agency aims to increase and improve feedback and reporting on policy implementation by harnessing the potential of innovative technologies. This proactive approach will enhance Agency's ability to collect, analyse, and disseminate data more efficiently, ultimately leading to more informed decision-making and a more transparent policy evaluation process.
- Objective #3 DIGITAL TRANSFORMATION. The Agency is enhancing its capacity in the data management domain – including all steps e.g. collection, processing, analysis and visualisation. It intends to dedicate part of it to exploring innovative solutions in all steps, in collaboration with the central services.
- Objective #4 SEAMLESS DIGITAL LANDSCAPE. Some of Agency's most important digital solutions make extensive use of corporate solutions. EACEA will continue to contribute to the shaping of corporate solutions (e.g. EU Academy). The phase-out of the legacy grant management systems will be completed in 2024. Furthermore, the Agency will implement its project for the long-term preservation of the relevant digital assets once legacy systems are shut down, in line with the Commission Digital Preservation Strategy.
- Objective #5 - GREEN, RESILIENT AND SECURE INFRASTRUCTURE. The Agency is committed to achieving the cyber-security priorities, including the availability of IT Security Plans and the implementation of the relevant security controls.

Information and IT security rules

In general, the Agency is already ranking well in the Risk Management Quadrant. It will continue working toward cybersecurity priorities, ensuring the availability of IT Security Plans, the use of EU Login and multi-factor authentication, and the implementation of the relevant security controls.

EACEA does not manage a significant amount of Sensitive-Non-Classified (SNC) information. Thus, it does not own any information system handling classified or SNC information. Nevertheless, in cooperation with DIGIT, the Agency organises awareness-raising sessions on information security at all levels.

A working group, part of the EACEA IT Governance, focuses on compliance matters, including IT security policy.

Data, information, and knowledge management

EACEA will meet the corporate target of 80% implementation of the corporate data governance principles by the end of 2024. The remaining task for 2024 is to check the data policies for a legacy grant management tool, in coordination with the EACEA IT Working Group on IT Legacy management.

The IT Working Group addressing Data, Information and Knowledge, will continue to streamline and coordinate data management across the Agency. The Group will communicate standard principles and processes for data access or requests including a consultative role for local 'Data Champions'. There will also be a focus on the new EACEA intranet, to group together the key data for staff to access quickly and autonomously. Information and training for staff on data use will complement these measures.

As for pursuing alignment with the corporate records and archives management policy, EACEA will prioritise archives' sampling and selection due to the upcoming move in 2024, along with providing expertise to staff and transfers to Historical Archives of the Commission (HAS).

Data protection

The Agency will continue to make staff aware of the requirements of the data protection regulation through interactive training sessions, either on general aspects or focused on a specific thematic. In line with the Commission's Data Protection Action Plan ⁽³⁰⁾, the Agency will put measures in place to implement and respect the retention periods of personal data (in close cooperation with EACEA DMO) and will continue the transposition of data protection records. In case of joint controllership and for the use of corporate tools such as eGrants or HR tools, the Data Protection Officer (DPO) will cooperate with parent DGs, as appropriate, specifically for cross-cutting issues and particularly on data subject rights.

E. Sound environmental management

EACEA has been registered to the EMAS (Commission's Eco-Management and Audit Scheme) since 2020. In 2024, the Agency is committed to improve its environmental performance in line with the [Communication to the Commission - Greening the Commission](#) and corresponding Action Plan.

⁽³⁰⁾ C(2018) 7432.

The Agency will continue applying the European Commission corporate initiatives at the local level, aligning with the EU Green Deal climate neutrality objective. EACEA will also identify local environmental actions to raise awareness on reducing energy and paper consumption and on working in a more digitally mindful way.

Attention will also be paid to green mobility. The Agency will keep encouraging staff to use greener and more sustainable modes of transport when going on missions or commuting. To enhance staff engagement, the EMAS team will work closely with the “Green EACEA group” to support and foster bottom-up initiatives.

In line with the Commission's efforts to greening buildings and reducing workspace, EACEA will relocate in 2024 in North Light building together with other Executive Agencies. This new building will allow the Agency to occupy a more efficient, sustainable and climate-resilient workspace. In addition, sharing the building with other Executive Agencies will reduce the energy consumption and create synergies for the promotion of EMAS and the organisation of joint activities.

The environmental dimension is also integrated in the technical specifications of the calls for tenders managed by the Agency as far as the procured type of services allows it. For example, the contractors of the MEDIA framework contracts are required to comply with sustainability measures for catering services and the structure and equipment of MEDIA stands.

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

Network of Inclusion and Diversity Officers in EACEA

Launched in 2023, this network will continue its activities implementing the EACEA Inclusion and Diversity Action Plan on Erasmus+ and European Solidarity Corps programmes. It includes representatives from units dealing with Erasmus+ and the European Solidarity Corps, as well as horizontal units, responsible for communication, awareness-raising, training, monitoring and reporting activities. The inclusion officers will have an advisory role to the colleagues in their units and will contribute to the more efficient and effective implementation of the inclusion measures set up in the Action Plan to best address the needs of participants with fewer opportunities.

ANNEX 1: Performance tables

Part 3 – Delivering on the Commission’s priorities: main outputs for 2024

Erasmus+

General objective 5: Promoting our European way of life

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

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

From 2020-2024 strategic plans

Main outputs ⁽³¹⁾ in 2024:

Output	Indicator	Target
Operational effectiveness (selection)	6 calls for proposals opened for submission ⁽³²⁾	100%
	2 calls for tenders opened	100%
	2 Eurydice reports and 1 Bologna Process Implementation Report published	100%
	23 calls for proposals closed	100%
	39 evaluations launched ⁽³³⁾ (calls for proposals)	100%
	2 evaluations launched (calls for tenders)	100%
	Implementation rate for estimated number of service contracts (5)	>85%
	Number of Higher Education Institutions ⁽³⁴⁾ taking part in the European University alliances	At least 500
	Number of Centres of Vocational Excellence (CoVE) projects to be financed	14

⁽³¹⁾ Sources: Funding & tender opportunities portal / CPS, Agency’s estimations (for number of grants/contracts), BIF 2024, eGrants, other relevant corporate IT tools

⁽³²⁾ Including all kind of the 2024 calls for proposals

⁽³³⁾ Measured by the number of call topics / call cutoffs [as recorded in CPS] with closed submission deadline during the calendar year

⁽³⁴⁾ This number is accumulative with results of previous years

Output	Indicator	Target
Quality assurance of the results of the calls for proposals	% of call budget allocation ⁽³⁵⁾ for the 1,123 grant agreements and 300 charters of higher education estimated to be signed	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed ⁽³⁶⁾	>95% of the most recent forecast
	% of payments (in number) executed on time	>95% ⁽³⁷⁾
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Information activities for the promotion of the calls	1 activity for each call ⁽³⁸⁾	100%
Publication of 4 Eurydice newsletters ("Eurydice Voice" and Eurydice Today")	Number of subscribers	Increase number of subscribers (baseline 2023)
Social media management of the Eurydice Facebook page	Number of engagements	Percentage of audience reached engaging with the Eurydice network over total number of reach (baseline 2023)

General objective 5: Promoting our European way of life

Specific objective 5.3: With the support of the Erasmus+ programme, promote non-formal learning mobility and active participation among young people, as well as cooperation, inclusion, creativity and innovation at the level of organisations and policies in the field of Youth (DG EAC)
From 2020-2024 strategic plans

Main outputs in 2024:

Output	Indicator	Target
Operational effectiveness (selection)	0 ⁽³⁹⁾ call for proposals opened for submission	100%
	1 youth report drafted	100%
	3 calls for proposals closed	100%

⁽³⁵⁾ The amount of budget allocated to the top rank proposals out of the available budget for the call

⁽³⁶⁾ Valid only for 1st pre-financing

⁽³⁷⁾ Based on the average of the last 3 years (both current MFF and legacy)

⁽³⁸⁾ Such activities could be: information meetings/days, videos, webinars, practical info-sessions on how to apply, special guidelines, FAQs, etc. Depending on the programme, this indicator can be adapted because e.g. one information activity can cover several calls.

⁽³⁹⁾ Calls opened already in 2023

Output	Indicator	Target
	3 evaluations launched (calls for proposals)	100%
Quality assurance of the results of the calls for proposals	% of call budget allocation for the 185 grant agreements estimated to be signed	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Information activities for the promotion of the calls	1 activity for each call	100%

General objective 5: Promoting our European way of life

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

From 2020-2024 strategic plans

Main outputs in 2024:

Output	Indicator	Target
Operational effectiveness (selection)	calls for proposals opened for submission	100%
	6 calls for proposals closed	100%
	13 evaluations launched (calls for proposals)	100%
Quality assurance of the results of the calls for proposals	% of call budget allocation for the 360 grant agreements estimated to be signed	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Information activities for the promotion of the calls	1 activity for each call	100%

Creative Europe

General objective 5: Promoting our European way of life

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

From 2020-2024 strategic plans

Main outputs in 2024:

Output	Indicator	Target
Operational effectiveness (selection)	3 calls for proposals opened for submission	100%
	7 calls for proposals closed	100%
	9 evaluations launched (calls for proposals)	100%
Quality assurance of the results of the calls for proposals	% of call budget allocation for the 280 grant agreements estimated to be signed	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Information activities for the promotion of the calls	1 activity for each call	100%

General objective 2: A Europe fit for the Digital Age

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

From 2020-2024 strategic plans

Main outputs in 2024:

Output	Indicator	Target
Operational effectiveness (selection)	3 calls for proposals opened for submission	100%
	15 calls for proposals closed	100%
	17 evaluations launched (calls for proposals)	100%

Output	Indicator	Target
	Implementation rate for estimated number of service contracts (5)	>85%
Quality assurance of the results of the calls for proposals	% of call budget allocation for the 700 grant agreements estimated to be signed	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Information activities for the promotion of the calls	1 activity for each call	100%

Citizens, Equality, Rights and Values

General objective 2: A new push for European democracy

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

From 2020-2024 strategic plans

Main outputs in 2024:

Output	Indicator	Target
Operational effectiveness (selection)	4 calls for proposals opened for submission	100%
	7 calls for proposals closed	100%
	7 evaluations launched (calls for proposals)	100%
Quality assurance of the results of the calls for proposals	% of call budget allocation for the 465 grant agreements estimated to be signed	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Information activities for the promotion of the calls	1 activity for each call	100%

European Solidarity Corps

General objective 5: Promoting our European way of life

Specific objective 5.5: With the support of European Solidarity Corps, enhance the engagement of young people and organisations in accessible and high-quality solidarity activities as a means to contribute to strengthen cohesion, solidarity and democracy in the Union and abroad, addressing societal humanitarian challenges on the ground, with particular effort to promote social inclusion (DG EAC)

From 2020-2024 strategic plans

Main outputs in 2024:

Output	Indicator	Target
Operational effectiveness (selection)	0 ⁽⁴⁰⁾ calls for proposals opened for submission	100%
	2 calls for proposals closed	100%
	2 evaluations launched (calls for proposals)	100%
Quality assurance of the results of the calls for proposals	% of call budget allocation for the 30 grant agreements and 40 quality label accreditations estimated to be signed	>90%
	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Information activities for the promotion of the calls	1 activity for each call	100%

Intra-Africa Academic Mobility Scheme V

⁽⁴⁰⁾ Calls opened already in 2023

General objective 4: A stronger Europe in the world

Specific objective 14: Human development for all is improved, in particular for youth, women and girls, and the most marginalised and vulnerable populations (DG INTPA)

From 2020-2024 strategic plans

Main outputs in 2024:

Output	Indicator	Target
Operational effectiveness (selection)	1 call for proposals opened for submission	100%
Quality assurance of the results of the calls for proposals	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Information activities for the promotion of the calls	1 activity for each call	100%

Pilot Projects and Preparatory Actions

Specific objectives:

From Decision C(2023)1704 of 20/03/2023 and C(2024) 927 final of 16/2/2024 on the financing of pilot projects and preparatory actions in the field of in the areas of sport, research and innovation and the adoption of the work programme for 2024 (DG EAC)

From Decision C(2023)1699 of 17/03/2023 on the financing of pilot projects and preparatory actions in the field of "Communications Networks, Content and Technology" (DG CNECT)

Main outputs in 2024:

Output	Indicator	Target
Operational effectiveness (selection)	1 call for proposals opened for submission	100%
	1 call for proposal closed	100%
	1 evaluation launched (calls for proposals)	100%
	% of call budget allocation for the 20 grant agreements estimated to be signed	>90%

Output	Indicator	Target
Quality assurance of the results of the calls for proposals	% of re-evaluated proposals	Max. 1% of evaluated proposals
Operational effectiveness (monitoring)	Pre-finance payments (in value) executed	>95% of the most recent forecast
	% of payments (in number) executed on time	>95%
Quality assurance of the results of the projects	The monitoring plans are in place and approved	100%
Information activities for the promotion of the calls	1 activity for each call	100%

Part 4 – Modernising the administration: main outputs for 2024

A. Human resource management

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

Indicator 1: ⁽⁴¹⁾ **Number and percentage of female representation in middle management**

Source of data: SYSPER

Baseline	Target
female representation in middle management (31/12/2023)	Annual target to be decided by the Agency's Director in cooperation with the parent DGs taking into account the situation N-1 of the Agency as well as the objective of 50 % by the end of 2024 ⁽⁴²⁾
7 female middle managers that is 44% of the total middle management population	50%

Indicator 2: EACEA staff engagement index

Source of data: Commission staff or pulse survey

Baseline:	Target
last European Commission staff survey (2021)	European Commission staff survey (11/2023)
67%	70%

⁽⁴¹⁾ Seconded middle managers are part of the seconding DGs' staff: The responsibility for achieving the targets is at DG level. The agency is responsible for providing with a regular overview to its parent DGs of the gender representation in middle management within the agency and coordinate between them.

⁽⁴²⁾ 50% by 2024, in line with the Gender Equality Strategy 2020-2025.

Main outputs in 2024:

Output	Indicator	Target
Connecting EACEA actions to provide insight into the work of the Agency and how it fits into the bigger picture	Level of satisfaction	70%
Dedicated trainings and staff development actions		

B. Sound financial management

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

Main outputs in 2024:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Estimated risk at payment	remains < 2 % of relevant expenditure
	Estimated risk at closure	remains < 2 % of relevant expenditure
Efficient controls	Budget execution and timely payments	remains 99% of payment appropriations ⁽⁴³⁾ and remains >96% of payments (in value) made on time
	Budget execution and time-to-grant	remains 100% of commitment appropriations ⁽⁴⁴⁾ and remains 100% of grant agreements signed within 9 months
Economy of controls	Overall estimated cost of controls	remains in line with the average trend (as % of total funds managed) NB average of last 3 years is 6.9%

⁽⁴³⁾ Type of credits: C1, C5, E0

⁽⁴⁴⁾ Type of credits: C1, C5, E0

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ⁽⁴⁵⁾ aimed at the prevention, detection and correction ⁽⁴⁶⁾ of fraud

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

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

Baseline (2023)	Interim milestone (2025)	Target (2026)
90% of action points implemented of the AFS 2021-2023 0% of action points implemented of the AFS 2024-2026	60% of action points of the AFS 2024-2026 implemented in time	100% of action points of the AFS 2024-2026 implemented in time

Main outputs in 2024:

Output	Indicator	Target
New AFS 2024-2026	Approval by the Steering Committee	Q4 2024
Training on anti-fraud procedure	Fraud awareness for prevention is increased for target groups as outlined in the EACEA anti-fraud strategy (evaluation of the usefulness of the training by participants)	1 training session or lunchtime conference per year
Newsletters on antifraud subjects	Publication of newsletters	At least 6 newsletters on anti-fraud subjects per year
Participation to meetings a) for newcomers b) with the project officers network c) ad hoc on suspicious projects	Number of meetings	At least 4 meetings for a) and b) Continuous for c)
Training on detection	Fraud awareness for detection is increased for target group as identified in the EACEA anti-fraud strategy	1 training session per year
Follow-up of OLAF fraud cases	Regular monitoring	OLAF recommendations implemented within 6 months of the reception of their report
Answer to OLAF or EPPO requests for information	Delays for answering	Complete answers and documents provided by the set deadline

⁽⁴⁵⁾ Communication from the Commission "Commission Anti-Fraud Strategy Action plan – revision 2023: [COM 2023 405](#) of 11 July 2023 – ‘the Communication on the 2023 revision’ – and the accompanying revised action plan, [SWD 2023 245](#)– ‘the revised Action Plan’.

⁽⁴⁶⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
Harmonisation and sharing of best practices among DGs and Agencies on all anti-fraud matters	Strengthened Cooperation with OLAF: Participation and contribution to FPDNET chaired by OLAF and FAIR network and working groups	4 times per year for each network and/or upon request

D. Digital transformation and information management

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

Indicator 1: Degree of implementation of the digital strategy principles by the most important IT solutions ⁽⁴⁷⁾

Source of data: Internal assessment

Baseline (2020)	Interim milestone (2023)	Target (2024)
44%	71%	80%

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

Source of data: EACEA

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

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

Source of data: EACEA

Baseline (2018)	Interim milestone (2022)	Target (2024)
16% of staff in post for 6 months or longer trained on the newest EU DPR requirements	67% of staff in post for 6 months or longer trained on the newest EUDPR requirements	100% of staff in post for 6 months or longer trained on the newest EU DPR requirements

Main outputs in 2024:

Output	Indicator	Target
Digital Culture Increase cybersecurity awareness for staff	% of new staff that attends at least 1 cybersecurity training	100%
	Result of phishing exercises	In line with the Commission average

⁽⁴⁷⁾ The [European Commission Digital Strategy](#) calls on Commission departments to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy. At the beginning of the year N+1, the Solution Owner and IT Investments Team will assess the progress made for the selected solutions. For each of the 3 most important solutions based on the planned budget for 2023 according to GovIS2, a table will reflect – per principle – the progress achieved during the last year. N.B. due to the selection criteria, the portfolio changed and thus the assessment and the consolidated indicator.

Output	Indicator	Target
Digital-ready EU policymaking New initiatives with an IT component get in contact with the relevant IT governance groups	Level of accomplishment	100%
Business-driven Digital Transformation Work plan of the working group on Data, Information & Knowledge	Level of accomplishment	80%
Seamless Digital Environment Streamline and harmonise the IT development of information systems run by EACEA	Contractual solution for harmonised IT developments	Signature of contract
Green, Resilient and Secure Digital Infrastructure Position in the RMQ	Evolution of the RMQ risk and maturity indicators	Low risk, high maturity

E. Sound environmental management

Objective: EACEA takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of its administration work, supported by their respective EMAS Correspondents.

Main outputs in 2024:

I. Reducing emissions from staff and expert's business travel and reducing CO₂ and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Reduced emissions from staff missions ⁽⁴⁸⁾	CO ₂ emissions from executive agency's staff missions	Reduction ⁽⁴⁹⁾ (baseline: 109,972kg CO ₂ emissions)

II. Reducing resource use in buildings and workspace (energy) More efficient use of resources (energy)

Output	Indicator	Target ⁽⁵⁰⁾
Participation in corporate energy saving actions through building closure	Number of executive agency's buildings participating in: - end of year energy saving action - summer energy saving action	100% of EACEA buildings participating in end-of-year energy saving action (if an agreement is found with the other EAs occupying the North Light building) EACEA building participating in summer energy saving action (number of closed days to be agree with other EAs)

⁽⁴⁸⁾ Data provided by PMO/MiPs

⁽⁴⁹⁾ Overall reductions of CO₂ emissions from missions for executive agencies from 2019-2024 (%). Overall corporate target is 50 % under the Greening Communication.

⁽⁵⁰⁾ No baseline year is provided because 2024 will be the first year for EACEA occupying the North Light building (SB34)

III. Organise sustainable events

Output	Indicator	Target (2022 as baseline)
Events concerning the implementation of the programmes (information activities for the promotion of the calls, meetings with beneficiaries, etc.)	% of green events	80% held on-line (maintaining 2022 baseline)

IV. Circular economy (public procurement (GPP), waste, biodiversity and sustainable food

Output	Indicator	Target (2022 as baseline)
Gradual introduction of GPP criteria in contracts	% of contracts with "green" provisions and % by value in EUR	Maintain the % of contracts with "green" provisions and % by value in EUR - baseline: 80%

V. Staff awareness

Output	Indicator	Target (2021 as baseline)
Awareness actions in the framework of EMAS corporate campaigns on (for instance): <ul style="list-style-type: none"> - Energy and water use - Digital mindfulness - Waste reduction/sorting 	Number of awareness/participatory actions	1 action in energy and water use (baseline: 1) 1 action in digital mindfulness (baseline: 0) 1 action in waste reduction/sorting (baseline: 2)

ANNEX 2: Resources: staff and budget

A. Administrative budget

The 2024 administrative budget of the Agency was adopted by the Steering Committee on 20 December 2023.

Programmes	Title 1 (€ million)	Title 2 (€ million)	Title 3 (€ million)	Total			Grand total
				EU Budget	EFTA/ EEA	Third countries contrib.	
Erasmus+	2.587	0.495	0.259	3.181	0.110	0.058	3.348
Creative Europe	1.164	0.134	0.070	1.338	0.048		1.386
CERV	0.503	0.076	0.040	0.595			0.595
ESC	0.105	0.009	0.005	0.111	0.000		0.112
Management and administrative support	4.360	0.713	0.374	5.225	0.158	0.058	5.441
Erasmus+	29.753	5.692	2.983	36.577	1.260	0.666	38.502
Creative Europe	14.360	1.647	0.863	16.507	0.591		17.098
CERV	6.243	0.943	0.494	7.378			7.378
ESC	1.361	0.111	0.059	1.449	0.003	0.085	1.537
Total per source of financing within each Title	51.716	8.394	4.399	61.910	1.854	0.752	64.515
Total per Budget Title	56.076	9.107	4.773	67.136	2.011	0.809	69.956

B. Human resources

The following figures are based on the Specific Financial Statement for EACEA (for the period 2021-2027) and are indicative. The 2024 establishment plan was adopted by the Steering Committee on 20 December 2023.

Programmes	Staff (EU budget)					Staff from other fund sources	Total all staff
	TAs	Of which seconded officials	CAs	SNEs (N/A)	Total staff EU budget	Third countries contributions	
Erasmus +	79	27	241		320	5	325
Erasmus + Heading 2	63	25	191		254		254
Erasmus+ Heading 6	16	2	50		66		66
Subtotal operational staff for Erasmus+	71	22	223		294	5	299
Subtotal management and administrative support staff for Erasmus+	8	5	18		26		26
Creative Europe	37	5	110		147	13	160
Sub-programme Culture (parent DG EAC)	12	3	36		48	4	52
Sub-programme MEDIA ⁽⁵¹⁾ (parent DG CNECT)	25	2	74		99	9	108

⁽⁵¹⁾ Including cross-sectoral

Programmes	Staff (EU budget)				Staff from other fund sources	Total all staff	
Subtotal operational staff for Creative Europe	33		102		135	13	148
Subtotal management and administrative support staff for Creative Europe	4		8		12		12
Citizens, Equality, Rights and Values	17	2	50		67		67
Subtotal operational staff for Citizens, Equality, Rights and Values	16	2	46		62		62
Subtotal management and administrative support staff for Citizens, Equality, Rights and Values	1		4		5		5
European Solidarity Corps	4		10		14		14
Subtotal operational staff for European Solidarity Corps	4		9		13		13
Subtotal management and administrative support staff for Solidarity Corps			1		1		1
Total	137	34	411		548	18⁽⁵²⁾	566

⁽⁵²⁾ 4 TAs and 14 CAs

C. Delegated operational appropriations

The following appropriations are based on the information from the 2024 work programmes of the programmes delegated to the Agency and are indicative. They contain all types of credits (C1, C5, E0, R0). If more credits become available during the year for actions already included in the Commission Work Programmes or following their inclusion in amended ones, the Agency will need to commit the amounts in all fund sources that cannot be carried-over (C1, C5, E0) to next year. The budget shown is in EUR.

Programme	Budget lines	Responsible DG	Budget allocated
Erasmus+			968 572 830
Erasmus+ H2	07 03 01 02, 07 03 02, 07 03 03	EAC	782 375 100
Erasmus+ H6 (NDICI, IPA III)	14 02 01 50, 15 02 01 02	INTPA, NEAR	186 197 730
Creative Europe			295 328 990
Culture	07 05 01	EAC	95 627 280
MEDIA and Cross-sectoral	07 05 02, 07 05 03	CNECT, EAC	199 701 710
Citizens, Equality, Rights & Values	07 06 04, 07 06 02, 07 06 01	JUST	159 450 000
European Solidarity Corps	07 04 01	EAC	18 805 000
PPPA	07.200100.PP 07 23 03	EAC	2 000 000
Total			1 444 156 820