



Management Plan 2024

DIRECTORATE GENERAL FOR EDUCATION,
YOUTH, SPORT AND CULTURE

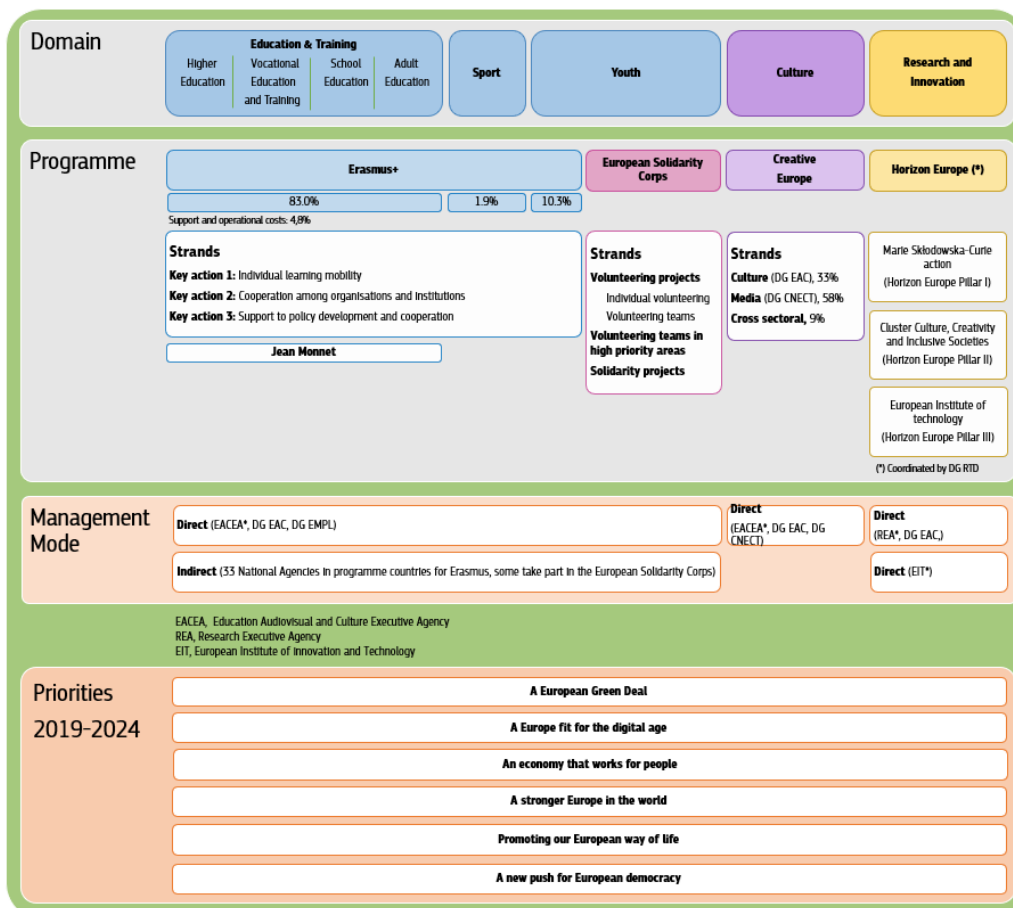
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Introduction

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

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



In 2024, DG EAC will deliver on new Commission initiatives in the field of higher education as announced in the 2024 Commission’s Work Programme: The Commission will propose a blueprint for the future joint European degree,  ⁽¹⁾ which will contribute to building a European Education Area. It will be supported by two Council Recommendations on quality assurance and recognition system as well as on attractive and sustainable careers in higher education that are two key building blocks to make a joint European degree a reality. This important higher education package, under the headline ambition ‘Promoting our European Way of Life, will build on extensive consultations with Member States, higher education stakeholders and European Universities alliances. Outcomes of on-going Erasmus+ experimentation projects that are testing a joint European degree label and existing European instruments for a legal status of alliances of higher education institutions will also feed into this package. In parallel, 2024 will also be the year of further implementation of the European strategy for universities, including through the support of Erasmus+ and Horizon Europe.

2024 will be a year of continued efforts towards the ambitions of the European Education Area, expressing the vision to improve national education systems and facilitate cooperation and mobility across national borders. Efforts will focus on the co-creation of the remaining strategic initiatives, ⁽²⁾ the continued implementation of all EU-level actions by 2025, and the support for the implementation and effective use of EU funds by Member States. In 2024, an interim policy evaluation of the European Education Area will be performed, with the aim to take stock by 2025 of the success and impact of the priority areas identified, the actions implemented taking into account progress towards those EU-targets.

Expanding digital education and enhancing digital skills will remain a key strategic priority in 2024, which will be supported through the implementation of the Council Recommendations on the key enabling factors for successful digital education and training and on improving the provision of digital skills in education and training. 2024 will also mark the mid-point in the implementation of the Digital Education Action Plan 2021-2027, which sets out a common vision of digital education in Europe. On this occasion, the Commission will launch a comprehensive review of the Action Plan with the aim to assess its outreach and impact and to propose additional measures if necessary.

In 2024, DG EAC will follow up on the legacy of the 2022 European Year of Youth in two key fields of action. The first key field of action is giving young people a stronger voice in EU policymaking through the introduction of a ‘youth check’, using the existing Better Regulations instruments, including consultations and impact assessments. These tools will be complemented with youth-specific instruments under the EU Youth Strategy, including the launch of a youth stakeholders’ platform that will facilitate continuous exchange with youth organisations, youth researchers and Member States representatives. In the second key field of action, ‘addressing youth concerns across policy areas of relevance to young people’, the Commission has put forward several concrete actions addressing young people’s concerns in

⁽¹⁾ Initiatives that are part of the 2024 CWP are marked with the following icon 

⁽²⁾ Including the adoption by the Council of the Recommendation on “Europe on the Move” – learning mobility opportunities for everyone, which is up-dating the previous European learning mobility framework “Youth on the Move”.

particular on health and wellbeing, the green transition, education and training, international cooperation and European values, employment and inclusion.

This Communication together with the Commission's evaluation report on the 2019-2027 EU Youth Strategy (expected early 2024) are key documents to help shape the future of EU youth policy and further strengthen the role of young people in EU policy making.

DG EAC will continue supporting Ukraine via the implementation of the programmes under its remit, such as the **Erasmus+ programme** which will keep rolling out its main priorities and actions through the education, training, youth and sport fields. In 2024, the programme will also continue **standing for Ukraine**; DG EAC will reiterate using the in-built flexibility of the programme to offer opportunities for learners and staff, coming from Ukraine. In 2024, the Marie Skłodowska-Curie Actions under Horizon Europe will continue to build bridges between the European Education Area and the European Research Area by promoting excellence in research, supporting excellent doctoral programmes, strengthening skills, training and career development of researchers and reaching out to young people and schools. The MSCA will continue to support researchers who have fled Ukraine following Russia's war of aggression, through a EUR 10 million top-up to the MSCA4Ukraine scheme.

The European Institute of Innovation and Technology (EIT) and its Knowledge and Innovation Communities (KICs) under Horizon Europe will continue playing a vital role in enhancing Europe's innovation ecosystem through education, innovation, and business support activities. In 2024, the EIT will keep focusing on deep tech talent development to ensure economic security and strategic autonomy. This includes initiatives like the EIT Deep Tech Talent Initiative, expanding the EIT Campus offer, and managing academies to fill the skills shortage in critical industrial areas. Through collaboration with DG EAC, efforts will be made to finalise the Memorandum of Cooperation with the first wave of KICs.

Synergies will continue between Horizon Europe Missions and the European Solidarity Corps, to help deliver key EU policy priorities such as the European Green Deal, Europe's Beating Cancer Plan, NextGenerationEU, the EU Industrial Strategy and A Europe fit for the Digital Age, among others.

Evaluations of all the EU programmes managed in EAC will be finalised by the end of 2024 (as set out in their respective programme Regulation), paving the way for the preparation of the future generation of these funding instruments.

As regards a stronger Europe in the world, the policy priorities for our work within the EU will also guide our engagement with third countries in particular those with an enlargement perspective.

PART 1. Delivering on the Commission's priorities: main outputs for 2024

General Objective 1 - A European Green Deal

Erasmus+ and the **European Solidarity Corps (ESC)** will continue to support projects and activities aiming at protecting and healing the natural world, to raise awareness about environmental protection and sustainability and to enable behavioural changes linked to individual preferences, consumption habits and lifestyles. The thematic **SALTO Resource Centre** on green transition and sustainable development (SALTO Green) will contribute to high-quality and inclusive implementation of the green dimension of Erasmus+ and ESC, by gathering and circulating good practices, helping National Agencies to increase their capacity for green practices and elaborating 'eco-tips' for participants and organisations.

By establishing **synergies between the Horizon Europe Missions and the European Solidarity Corps**, the funding allocated to the Corps also in 2024 will contribute to further mobilising young citizens to be active players and vectors of change in climate, environmental and health issues, linked to the goals of the Missions.

Specific Objective 1.1 - Promote behavioural changes and support education towards a sustainable economy

In 2024, the **Education for Climate Coalition** will create a sustainable participatory community at the heart of the European climate education action, with its 7 000 members and 27 country groups.

Regarding the **Council Recommendation on learning for the green transition and sustainable development**, working group meetings are planned in the first half of 2024. The results of two major studies are expected in 2024 on links between the digital and green agenda in education and on implementation of learning and competences for sustainability in EU education and training systems (Eurydice).

In 2024, the **European Universities alliances** will continue with the development of more joint educational activities on green skills that can take various forms, such as new joint programmes (at Bachelor, Master and doctoral levels), short courses leading to micro-credentials, living labels, blended intensive programmes, hackatons, student incubators.

The **report from the Expert Group on Green Sport** sets out recommendations, guidelines, and examples of good practices to facilitate and promote environmental sustainability in the European sport sector. The report aims to support decision-makers at all levels and sport practitioners to align with and contribute to the objectives of the European Green Deal.

The **European Institute of Innovation and Technology (EIT)** Community will continue to expand its offering of EIT-labelled Master's and PhD programmes, as well as its education and training initiatives that emphasise the role of disruptive technologies and the skills needed to create a greener and sustainable Europe.

Based on survey results on the implementation of the **Marie Skłodowska-Curie Actions (MSCA) Green Charter**, in 2024 several initiatives will take place to address the challenges identified on how to reduce the environmental impact of MSCA projects.

Striving towards the objective of carbon neutrality by 2050, **Creative Europe** will mainstream greening through all its actions and the calls for proposals published under the 2024 Creative Europe work Programme as a cross-cutting issue. In addition, several actions published under the Culture and Cross-Sectoral Strand of the Creative Europe Annual Work programme 2024 will contribute to the **New European Bauhaus (NEB)** ⁽³⁾. DG EAC will also facilitate exchanges among European Union's cities, regions, Member States and relevant stakeholders on processes and good practices.

In line with the **EU Work Plan for Culture 2023-2026**, the **new Open Method of Coordination Member States' expert group** (OMC) on the green transition of the cultural and creative sectors will start its work in early 2024. The group will prepare recommendations for the policy level by 2025.

General Objective 2 - Europe fit for the digital age

Expanding digital education remains a key strategic priority. In the backdrop of the COVID-19 pandemic and the acceleration of digital transformation, digital education is set to continue to be a top priority for Member States. This is demonstrated by the significant investments in digital education and skills in the Recovery and Resilience Plans (EUR 29 billion) ⁽⁴⁾ and was confirmed by the Structured Dialogue on digital education and skills during 2022.

In 2024, the Digital Education Action Plan 2021-2027 will reach the mid-point in its implementation. On this occasion, the Commission will launch a comprehensive review of the

⁽³⁾ **Hosts** applying for residencies in Culture Moves Europe mobility scheme can select the NEB themes as one of the thematic priorities. In the first call, around 25% of hosts selected this option. The activities implemented under the grant for the Prize for Contemporary architecture will share the values of the New European Bauhaus, as well as the outcome of the Member States expert group Towards a shared culture of architecture - Investing in a high-quality living environment for everyone, which has a close link with the NEB. The calls for transnational cooperation projects and the Innovation labs will also include topics and thematic priorities relevant to the New European Bauhaus.

⁽⁴⁾ The figure is based on the pillar tagging methodology for the Recovery and Resilience Scoreboard. It corresponds to the estimated cost of measures allocated to 'Human capital in digitalisation' as primary or secondary policy area. The calculation is based on the 27 recovery and resilience plans endorsed by the Commission and Council. These are estimated costs; actual funding will be based on the fulfilled milestones and targets.

Action Plan with the aim to assess its outreach and impact and to propose additional measures if necessary.

In line with the priorities of the Digital Education Action Plan 2021-2027, **the Erasmus+ programme** will continue promoting an effective use of technology tools by learners and staff to ensure that learners at all levels of society develop digital competences and skills, and organisations are digitally ready. The **digital opportunity traineeships (DOTs)** will continue to be supported by Erasmus+ throughout 2024, boosting digital skills for VET and higher education students and recent graduates in relation to their fields of study as well as enriched digital pedagogical skills for school, VET, Higher Education and adult learning staff.

DG EAC will also progressively widen the implementation of the **European Student Card initiative**, an initiative to help students and higher education institutions on Erasmus+ exchanges by simplifying administrative processes and enhancing digitalisation. In 2024, the European Student Card IT infrastructure will be migrated to DIGIT hosted cloud and improved to allow for more secure and technically advanced European Student Cards while the communication and stakeholder engagement strategy will be pursued to allow for further deployment of European Student Cards across Europe.

The **European Universities alliances** will mainstream activities to equip learners and staff with the digital skills they need for the future and by establishing digital inter-university campuses.

In 2024, the **European Solidarity Corps** will continue its contribution to the digital transition by supporting projects and activities that aim to boost digital skills, foster digital literacy and develop an understanding of the risks and opportunities of digital technology. A dedicated **Resource Centre (SALTO)** to support digital transition is leading the ongoing preparatory work to develop the new digital strategy, expected to be finalised by spring 2024.

In line with the Europe's Digital Decade, **Creative Europe** is dedicated to facilitating the transition and integration of the sectors with new technologies and digital platforms through its funding schemes. Several 2024 calls like European Cooperation Projects, European networks of cultural and creative organisations, European platforms for emerging artists, European Innovation Labs allow applicants to select digital as a priority in 2024.

A study on the discoverability of diverse cultural European content in the digital environment will be ongoing in 2024 with results expected in 2025.

DG EAC will continue to contribute to support **a favourable regulatory environment for the cultural sector and creators**⁽⁵⁾. DG EAC is also associated to the **European Data Space for Cultural Heritage, the European Collaborative Cloud for Cultural Heritage** and the implementation of the communication on an EU initiative on virtual worlds. Finally,

⁽⁵⁾ e.g., implementation of copyright rules and new studies on emerging challenges such as buy-outs, artificial intelligence and e-lending; implementation of the 2023 EC Recommendation on live content piracy, possible initiative on conditions for the remuneration for 3rd country producers and performers for recorded music played in the EU, implementation of the AVMS Directive, Geo-blocking Regulation stock-taking report.

under the **Belgian Presidency** of the Council of the EU, work with the Member States will **focus on the digital transition of the Cultural and Creative Sectors**, including planned Council conclusions and a Presidency conference on data-driven audience development.

A - Digital Education Action Plan

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

Following the adoption of the Council Recommendation⁽⁶⁾ on the key enabling factors for successful digital education and training, the implementation of the key strategic actions will be launched in 2024. These will include:

- the set-up of an independent expert group to assist the Commission in developing guidelines, quality requirements and criteria for high-quality, well-designed, interoperable, accessible, and sustainable digital education content; ⁽⁷⁾
- the development of the Digital Education in Europe survey of schools, which will contribute to building comparative data on the key enabling factors of digital education and training across the EU;

In addition, the Commission will continue to implement SELFIE, the self-reflection tool to support schools to embed digital technologies into teaching, learning and assessment.

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

Following the adoption of the Council Recommendation on improving the provision of digital skills in education and training, the objective for 2024 will be the set-up of an independent expert group to assist the Commission in developing guidelines on high-quality informatics.

In 2024, the Commission will continue the promotion and outreach of the Guidelines on tackling disinformation and promoting digital literacy through education and training. Moreover, in 2024 the Commission aims to expand the community hosted by the **European Digital Education Hub** and through cooperation with the higher education stakeholders, develop a **higher education interoperability framework**.

Girls Go Circular, the free online learning programme for 14–19-year-old girls, will expand to 6 new countries, effectively covering all EU member states. The ESTEAM Fests will also continue and host at least 5 Fests in 6 countries, for both girls and women in 2024.

⁽⁶⁾ COM/2023/206 final - Proposal for a COUNCIL RECOMMENDATION on improving the provision of digital skills in education and training

⁽⁷⁾ This is an independent expert group who is limited in time. It will work on a specific task, and will regularly inform the DELTA WG and consult the members where relevant. The DELTA WG will have the opportunity to provide feedback and be involved in the discussions.

The **Digital Education Hackathon** will hold its fifth edition in Q4 2024. In 2024, the initiative is expected to engage around 3 000 people across 66 local grass-root events.

Emerging topics

Building on the Ethical Guidelines on the use of artificial intelligence and data in teaching and learning for educators and reflecting the growing importance of **artificial intelligence in education**, the Commission will explore further measures on the effective, ethical and equitable use of AI in education as well as on promoting AI literacy.

The study on **Well-being in Digital Education** will wrap up in 2024 and will provide the evidence-base to develop a model of effective practices as to how best to promote well-being in digital education environments.

In 2024, in follow-up of the discussions on the **European Education Technology (EdTech)** sector, the Commission will pursue systemised evidence-gathering on the state of play of the EdTech sector in the EU and further emerging trends.

The 2024 Erasmus+ Work programme includes a budget of EUR 15 million for Policy Experimentation projects under the Digital Education priority. The three areas of focus include: a) Boosting **Gender balance** in pursuing ICT related studies, b) **Digital well-being** and c) **Data literacy** strategies in primary and secondary education.

B- Contribution to Research and innovation

Both the MSCA and the EIT will remain key instruments to invest in talent, innovators and researchers, equip them with the knowledge, experience and skills they need to thrive and strengthen Europe's science, research and innovation capacity.

In 2024, DG EAC will also continue to contribute to the research and innovation objectives of Horizon Europe in its dedicated intervention area on social transformations, democracy, cultural heritage, and cultural and creative industries, under **Cluster 2 "Culture, Creativity and Inclusive Society"**.

Marie Skłodowska-Curie Actions (MSCA)

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

Eight **Marie Skłodowska-Curie Actions (MSCA) calls** will be launched in 2024 for Doctoral Networks, Postdoctoral Fellowships, Staff Exchanges, COFUND, as well as for Feedback to Policy, Transnational cooperation among MSCA National Contact Points, International cooperation and MSCA for Researchers at Risk.

Through its bottom-up approach, in 2024 the MSCA will continue to contribute to all five **Horizon Europe Missions** (Climate adaptation, Oceans, Smart cities, Healthy Soil and Cancer) and to support projects with a wider relevance to the green and digital transition. The call for a new **MSCA Feedback to Policy** initiative to support the assessment and exploitation of results related to the five R&I Missions, the impact of researchers' training and career development, as well as inter-sectoral cooperation will be relaunched in 2024.

Regarding the **MSCA4Ukraine** scheme, the 125 fellowships awarded to doctoral candidates and post-doctoral researchers for EUR 25 million will continue in 2024. DG EAC is thus proposing a **EUR 10 million top-up** in the amended 2024 MSCA Work Programme to fund 50 additional fellowships for researchers in need.

The European Institute of Innovation and Technology

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

In 2024, the EIT will further progress towards the goal to train 1 million learners in deep tech fields under the **Deep Tech Talent Initiative** by 2025. The focus will be on consolidation, to bring even more pledgers on board and to support them and DTTI learners with a dedicated call for proposals, events and match-making services.

The **EIT Campus** will focus on expanding its course offering to further complete the inclusion of all EIT Community education and training programmes into the platform.

Following the new improved **EIT Label** model that expands the label from degree education into non-degree professional education, the EIT will focus in 2024 on targeted outreach activities to partner with new institutions and improve the visibility of the EIT Label.

The EIT will continue managing the **European Battery Alliance Academy** through EIT InnoEnergy with the objective of upskilling and reskilling 100 000 direct learners along the battery supply chain.

EAC will continue to work closely with the EIT to design a framework for the continued cooperation with the first wave KICs, with the intention for the EIT to proceed with the signing of a **Memorandum of Cooperation with the KICs** concerned (EIT InnoEnergy, EIT Climate, EIT Digital) by the end of Q1 2024.

In 2024, DG EAC will communicate the outcome of its **ex-ante analysis on the relevance of a new Knowledge and Innovation Community (KIC) on Water, Marine and Maritime Sectors and Ecosystems (WWM)**, proposed under the Strategic Innovation Agenda 2021-2027.

General Objective 3 - An economy that works for people

DG EAC has prepared a plan to simplify and rationalise the reporting requirements and reduce related burden on businesses and/or national administrations, without undermining the policy objectives. The plan includes a list of concrete measures planned for 2024 and beyond to progress towards the goal of 25% reduction of such burden. Given that DG EAC for its policy files works under 'open methods of coordination' which provides a framework for cooperation between the Member States without imposing any obligations, only a limited number of actions could be proposed regarding soft legislation rationalisation (following exhaustive screening):

1. The Future National Activities Planner (FNAP) in the field of youth – intent to allow Member States on a voluntary basis to share their priorities for the next three years in line with the 2019-2027 EU Youth Strategy is proposed for rationalisation after 2025.
2. Two reports on progress in implementing Council Recommendation on Health-Enhancing Physical Activity Across Sectors and EU Work Plan for Sport 2021-2024 could be merged into one in 2024.
3. The “working document on preliminary key findings” under the EU Work Plan for Culture 2023-2026 (Council Resolution) could take the form of a simplified oral update to the Member States in the Cultural Affairs Committee.

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

DG EAC will continue to support SG-RECOVER and DG ECFIN in assessing the achievement of milestones and targets in the implementation of the of the Recovery and Resilience Plans. In addition, DG EAC will contribute to the mid-term review process for Cohesion Policy funds.

The contribution of DG EAC to the European Semester Spring Package will place special emphasis on improvement of basic skills, drawing on the latest PISA results, and on measures to alleviate teacher shortages. The Spring Package, including the country reports and the proposed Country Specific Recommendations, will be presented in June 2024.

The Learning Lab on Investment in Quality Education and Training will be promoting the use of education policy evaluation practices in the EU and helping identify ways to invest in education policies that will lead to better learning outcomes and equity via capacity building, peer-learning sessions and four seminars tailored to Member States in 2024.

Through its **equality mainstreaming Work Plan 2021-2025** and its internal Equality Network, DG EAC will continue to contribute to the implementation of the education, youth, sport and cultural dimension of the cross-cutting priority on a Union of Equality.

General Objective 4 - A stronger Europe in the world

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

A - Education and Training, Youth

DG EAC's international activities in 2024 will primarily aim at expanding and further reinforcing cooperation with strategic partners in the Western Balkans, the Neighbourhood, and Africa. DG EAC will implement a mix of instruments, such as policy dialogues, analysis of enlargement reports, technical meetings with authorities in third countries. As a concrete example, the **Erasmus+ European Universities** call has been opened up to all Western Balkans.

Erasmus+ International

In 2024, the Erasmus+ Annual Work programme will allocate around **EUR 430 million** to support Erasmus+ international actions. More than half of this budget will be used to support academic **mobility** exchanges of higher education students and staff across the world.

The year 2024 will also mark the **20th anniversary of Erasmus Mundus** which will be celebrated with an event. This event will offer an opportunity to promote the results achieved and collect stakeholder feedback for the preparation of the future generation programmes.

The actions **Capacity Building** in the fields of youth and sport will be expanded to cover organisations from Ukraine, Moldova, Georgia and other Eastern neighbouring countries.

To further strengthen European Studies around the world and to enhance the impact of the **Jean Monnet** actions in global areas, dedicated networks on "EU – Africa" and "EU – Latin America" are part of the call 2024 under the title of Jean Monnet Policy Debate.

National Erasmus+ Offices in 27 countries primarily in the Neighbourhood region will continue promoting the international dimension of Erasmus+ in third countries not associated to the programme. **Erasmus+ National Focal Points** (ENFPs) in Africa, the Americas, Asia-Pacific and the Middle East will receive training and support for the organisation of events.

European Universities Alliances will continue joining forces also when it comes to stepping up cooperation with third countries, including also with strategic partners in the Neighbourhood and Africa.

DG EAC will continue to promote the advancement of the European Higher Education Area and the key **Bologna commitments**, also in cooperation with third countries.

European Solidarity Corps

A new action in this programme called the "**European Voluntary Humanitarian Aid Corps**" will continue also in 2024. The action allows young volunteers from EU Member States and

third countries associated to the programme to contribute to humanitarian aid projects around the world.

B – Sport

The call for capacity building in sport will again provide cooperation opportunities with the Western Balkans and, as of 2024, Capacity Building actions for sport (and youth) under the Erasmus+ programme will be open to the Eastern Partnership countries. This will notably allow Ukrainian organisations to participate in international cooperation projects in sport.

C – Culture

DG EAC is coordinating an **Open Method of Coordination (OMC) group of Member States’ experts focusing on the governance of the EU strategic approach to international cultural relations and framework**. The group will produce recommendations by mid-2024.

In 2024, the European Commission support to Ukraine’s cultural and creative sectors will benefit from recommendations formulated by the 26 experts sitting in the **expert sub-group on “safeguarding cultural heritage in Ukraine”**.

Concerning the **Western Balkans**, the main objective will be to take stock of the achievements of the Western Balkans Agenda on Innovation, Research, Education, Culture, Youth and Sport and set the path for the continuation of its successful implementation.

A meeting with the representatives of the Ukrainian cultural and creative sectors is also planned in the first quarter of 2024, to be organised through the **Cultural Relations Platform (CRP)** in Brussels.

D – Contribution to Research and Innovation

Marie Skłodowska-Curie Actions

In 2024, the **MSCAdvocacy project** will continue to deliver assessment reports, specific promotion plans, qualitative monitoring as well as policy recommendations for the 20 countries and 6 regions targeted by the project. A new call for MSCA International Cooperation will also be launched in 2024 to ensure continuity of the project after its end in 2025.

The European Institute of Innovation and Technology

DG EAC will ensure that the EIT delivers on its commitment in the context of the Western Balkan Agenda, including via the setting-up of **EIT RIS Community Hubs**. A Hub is planned to open in Türkiye in 2024. The upcoming Association of the UK to Horizon Europe as of January 2024 will represent an opportunity for the EIT to promote a Stronger Europe in World.

Education for Innovation

Erasmus+ calls will be open to new innovative approaches to learning and teaching, living labs, the development of student incubators and innovators at school. Erasmus+ will provide support for future-proof skills development and entrepreneurship competences of graduates.

The **impact study of all university-business cooperation activities** will deliver its final report in summer 2024. A new service contract will also be signed to promote and further develop the **HEInnovate** self-assessment framework.

The **Education and Innovation Practice Community** - in partnership with the OECD – will run until Q2 2024 to cultivate the competencies needed to drive deep-tech innovation and foster the twin green and digital transitions.

General Objective 5 - Promoting our European way of life

A - Education and Training – European Education Area

Work will continue to build the European Education Area (EEA), with a focus on continued implementation and co-creation of the remaining strategic EEA initiatives, as well as an effective use of EU funds by Member States.

The interim policy evaluation of the European Education Area will be ongoing throughout the year with a view to provide evidence for the Commission's 2025 report. Evidence gathering to feed the evaluation will take place throughout the year, including through an external evaluation support study, targeted consultations and an open public consultation.

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

The High-Level Group on Education and Training (HLG) will continue discussing strategic issues for European cooperation in education and training. Supporting the integration of Ukrainian refugees in EU education and training systems as well the reconstruction efforts in Ukraine will be continued.

Progress towards achieving the EEA's 7 EU-level targets (5 of which are led by DG EAC) will be monitored throughout 2024. The 2024 edition of the **Education and Training Monitor** will be published in Q4 2024. DG EAC will continue to strengthen its analysis and knowledge capacity regarding education and training systems through studies, evaluations ⁽⁸⁾ and impact assessments and the collection and use of data from relevant knowledge providers.

⁽⁸⁾ Evaluations and studies referred to in this Management Plan are also referred to in the dedicated interinstitutional database of EU studies, containing the full list of ongoing evaluations and studies.

The **European Education Area Portal** will continue to ensure transparency and access to information and to provide an easy-to-access space with information on the EEA activities and outputs.

1. Quality, Equity, Inclusion and Gender Equality

Under the **EEA Strategic framework Working Group on Equality and Values**, DG EAC will continue to support mutual learning on inclusive reforms and promoting equity in and through education. Themes planned for 2024 include special needs education and hate speech/bullying.

In 2024, the Commission will continue ensuring the follow-up of the Council Recommendation on “**Pathways to School Success**” ⁽⁹⁾. The Working Group Schools – Pathways to School Success will support the implementation of the Recommendation by promoting mutual learning and exchange of best practices.

The **Expert Group on promoting supportive learning environments and supporting well-being at school** will deliver its guidelines for policy makers and schools in Q1 2024.

A policy experimentation call will include a strand dedicated to school education to support innovative projects contributing to 3 priorities.

2. Green and Digital Transitions

In 2024, work will continue the implementation of the **Council Recommendation on learning for the green transition and sustainable development**. The **Erasmus+ Programme** commitment towards the green priority and its contribution to the European Green Deal will be further strengthened thanks to the ongoing work on a new green strategy. The work will result in a fully-fledged strategy covering all fields of the Erasmus+ programme and the European Solidarity Corps expected to be finalised in spring 2024. A similar strategy will be developed for the implementation of the digital priority.

In 2024, the implementation of the Recommendations on the key enabling factors for successful digital education and training as well as on improving the provision of digital skills in education and training will support the ambitions of the European Education Area.

A policy experimentation call in 2024 will include a strand dedicated to school education in order to support innovative projects contributing to 3 priorities.

3. Teachers and Trainers

A third generation of **Erasmus+ Teacher Academies** will be selected and at least 15 new projects will be launched in 2024. In parallel, the work and results of the existing 27 academies will be monitored and discussed with stakeholders.


⁽⁹⁾ COM/2022/316 final - Proposal for a Council Recommendation on Pathways to School Success

The Commission will work with the **European Network on Educational Leadership** to collect and showcase research and good practices on, inter alia, making teaching careers more attractive and developing and sharing innovative pedagogies.

A strand dedicated to school education will be included in a policy experimentation call, to support innovative projects contributing to 3 priorities, among which the **mobility of teachers**.

4. Higher Education

In 2024, DG EAC will deliver on **new Commission initiatives** in the field of higher education thereby ensuring the further implementation of the **European strategy for universities**.

The Commission will propose a **blueprint for the future joint European degree**,  ⁽¹⁰⁾ which will be supported by two Council Recommendations, one on quality assurance and recognition system and one on attractive and sustainable careers in higher education.

DG EAC will ensure the **further roll out of the European Universities initiative** in close cooperation with EACEA achieving the goal to reach at least 60 European Universities with more than 500 higher education institutions by mid-2024.

DG EAC will also support the set-up of a **Community of Practice for European Universities alliances** and a related policy experimentation project through Erasmus+. Building on the results of the related **Erasmus+ pilot projects**, the need for and feasibility of **institutionalised cooperation instruments**, such as a possible European legal status for alliances of higher education institutions will be assessed. DG EAC will also progressively widen the implementation of the **European Student Card initiative**.

The **Centres of Vocational Excellence** will continue acting as catalysts for local business investment, supporting green and digital transitions, European and regional innovation and smart specialisation strategies, development of vocational education and training, including at higher qualification levels, in line with national context and provide innovative services such as clusters and business incubators for start-ups and technology innovation for SMEs.

DG EAC will continue its work towards a **European-wide implementation of graduate tracking by 2025**, allowing Member States and their universities to inform the design of courses and teaching at universities.

To contribute to multilingualism, the **Online language support (OLS) system** will see improvements in 2024 with a more modern language learning experience.

DG EAC will continue to promote the advancement of the European Higher Education Area and the key **Bologna commitments** by providing financial support to the rotating Bologna Secretariat. DG EAC will also continue **supporting the network of national academic**

⁽¹⁰⁾ Initiatives that are part of the 2024 CWP are marked with the following icon 

recognition centres (ENIC-NARIC network) to further promote recognition of educational qualifications across Europe.

Building on the published guidelines on fast-track recognition of Ukrainian academic qualifications and related peer learning activities within the EEA Working Group, DG EAC will continue to **facilitate exchanges on support to students and staff fleeing Ukraine in the higher education** field upon request by Member States.

5. Lifelong learning and mobility

DG EAC will work together with the Member States on the implementation of the Council Recommendation on a European approach to **micro-credentials for employability and lifelong learning**, supporting related Erasmus+ policy experimentation projects and the follow-up of implementation in Member States through a dedicated survey.

The Commission will fully support the preparatory bodies of the Council for the planned adoption of the **Commission proposal for the Council Recommendation “Europe on the Move” – learning mobility opportunities for everyone** by the Council in May 2024.

6. Geopolitical Dimension

In 2024, the geopolitical dimension of the European Education Area will contribute to developing a common narrative based on a mutual recognition of democratic values, which situates the EU and its MS (“**Team Europe**”) as reference partners in the education field.

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

A – Education and Training

The 2024 Annual Work Programme is strongly oriented towards further boosting mobility actions, while being fully in line with previous years in terms of priorities.

Important adjustments will be introduced in the Erasmus+ and European Solidarity Corps programmes in the 2024 call for proposals at the level of funding rules to alleviate the effects of rising inflation on participants, to further boost and incentivise green travel and to better align the funding rules among sectors.

The **Erasmus+ 2021-2027 interim evaluation and the Erasmus+ 2014-2020 final evaluation** process will continue in 2024, with the analysis of the inputs collected through the different consultation activities. Evaluation tasks are planned for 2024, including validation workshops, interviews, case studies and desk research. National evaluation reports are due by May 2024 and will feed into the process.

The **Commission’s Evaluation Report** to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions, is due by 31

December 2024. The outcomes and recommendations of the evaluation will be used to improve, where necessary, the implementation of the currently running programme until 2027, and to feed into the impact assessment for a possible successor of Erasmus+ beyond 2027.

The **European School Education Platform** will offer, inter alia, 6 Massive Open Online Courses on the competence areas of “Selfie For Teachers”, and more than 150 resources as well as professional development courses/webinars on topics such as teachers, AI, language learning, and inclusion. The **Toolkit for School Success** will continue promoting better educational outcomes for all and well-being at school. The eTwinning annual theme 2024 will be “Wellbeing at school”.

The **European Universities alliances** will also in 2024 continue their work towards joint transnational campuses, where students can enjoy seamless and embedded mobility.

Regarding **Alliances for Innovation**, the third generation of projects will start running in a wide variety of sectors, such as deep tech innovation, healthcare, automotive, between January and April 2024.

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

B – Youth

In 2024, DG EAC will follow up on the **legacy of the 2022 European Year of Youth** and the future priority actions (i.e., giving young people a stronger voice in EU policymaking, and follow up actions addressing youth concerns in the field of youth, education, culture and sports) outlined in the Communication on the Year.

In 2024, the **Commission Youth Network** will be continued with the aim to enhance cross-sectoral cooperation within the Commission and knowledge-sharing on youth issues. DGs will be invited to nominate **Youth Correspondents** as a follow up action of the Communication on the European Year of Youth and the way forward. Another action under the Communication will be the new **Youth Stakeholder platform**, to be set up in the second half of 2024.

An analytical report on **youth mainstreaming** will be published and the first **roundtable** on the same topic will take place in the 2nd half of the year. The Commission will also strengthen the EU Youth Dialogue by aligning the dialogue’s focus more closely with the Commission Work Programme.

The Commission will also publish its **Report on the interim evaluation of the 2021-2027 EU Youth Strategy** in early 2024. The Communication and the Report will feed the discussions in 2024 on a potential mid-term review of the EU Youth Strategy.

DG EAC will publish a **Eurobarometer on Youth and Democracy** in 2024 to take the pulse and to support efforts to encourage young people to vote in the 2024 European elections.

Preparations for the next **EU Youth Report** which will reflect some emerging topics where data is scarce or outdated and which can support further youth policy development will start in 2024. The **EU-Council of Europe Youth Partnership** will continue to gather knowledge and evidence on EU youth policies with a focus on youth work.

The **EU Youth Dialogue** (EUYD) will continue in 2024 by reaching out to young people from different backgrounds, especially those with fewer opportunities and those who are not yet engaged in youth activities.

DG EAC will further invest in developing the content of the **European Youth Portal** that it remains a youth relevant and reliable information hub.

Erasmus+ programme – Youth

The **Youth Participation Activities and DiscoverEU actions** will enhance the focus on empowering young people, fostering their active participation in the society and supporting their personal and professional development. The inclusion of young people with fewer opportunities in all activities will be supported with specific funding mechanisms and quality award criteria.

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

European Solidarity Corps

The programme will continue to promote high quality and inclusive solidarity opportunities for young people across the European Union and beyond through volunteering projects and solidarity projects, as well as volunteering teams in high-priority areas and volunteering activities providing needs-based humanitarian aid in third countries.

The activities of the European Solidarity Corps in 2024 will also respond to the current societal challenges and contribute to the: a) relief of persons fleeing armed conflicts and other victims of natural or man-made disasters and b) fostering of positive learning experiences and outcomes for young people with fewer opportunities.

The final evaluation of the European Solidarity Corps 2018-2020 and **the interim evaluation** of the programme 2021-2027 will continue in 2024. Evaluation tasks are planned for 2024, including validation workshops, interviews, and case studies as well as the National evaluation reports due by 31 May 2024. The Commission's Evaluation Report to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions has to be completed by 31 December 2024. The outcomes and

recommendations of the evaluation will feed into reflections on both the implementation of the current programme and the preparation for a possible new programme beyond 2027.

C – Sport

Sport actions will give visibility to the role of sport in society for social inclusion and cohesion, for healthy lifestyles and well-being, sustainability, and equality. Sport will contribute to key priorities, such as the Health Union, Union of Equality and the European Green Deal.

The **report on the implementation of the 2021-2024 EU Work Plan for Sport** will serve as a basis for the new Work Plan to be agreed by Member States in the first half of 2024. This will set the priorities and initiatives for the next three and a half years in the field.

The new **SHARE 2.0** initiative will start its work to build on the success of the initial SHARE which is aimed to raise awareness on the role of sport in regional and local development and provide information on funding opportunities outside of Erasmus+.

The annual **EU Sport Forum** during the Belgian Presidency will be a unique opportunity for sport organisations to meet and discuss key sport topics with policy makers, representatives of EU institutions, and Member States. This year's event will have an Olympic theme and be timed to be around 100 days before the opening ceremony of the Paris 2024 Games.

The European Week of Sport (23 and 30 September) will raise awareness of the need to practice sport and physical activity, including for health reasons. This year's 10th edition will also include messages to build on the momentum of the 2024 Olympic Games.

The **#Beinclusive EU Sport Awards** will recognise sport organisations promoting gender equality in sport and those working with ethnic minorities, refugees, people with disabilities, youth groups at risk, or other groups that face challenging social circumstances. The **#BeActive Awards** will recognise and support projects and individuals that are dedicated to promoting sport and physical activity across Europe.

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

Erasmus+ programme – Sport

The **Erasmus+ mobility action for sport staff** to allow coaches and other staff to gain experience abroad will enter its second year and the Commission will continue to engage with Member States and their National Agencies to draw the lessons from the first year.

D – Culture

Specific objective 5.6 - With the support of the Creative Europe programme

In the context of the EU Work Plan for Culture **Three new OMC groups will kick off their work in early 2024 (role of libraries in society, culture and health, green transition of the cultural and creative sectors)**. A fourth OMC group on International cultural relations is expected to deliver its final report by mid-2024. Other actions include the kick-off of an EU study on the discoverability of European cultural content online, workshops on Climate action through culture and actions on Preserving cultural heritage and empowering local cultural and creative sectors in Ukraine.

The follow-up to the **European Parliament’s own legislative initiative report** on an EU framework to improve the living and working conditions for cultural and creative workers will be a priority in 2024.

The Commission will also need to consider the follow-up on the calls from the European Court of Auditors (Special report 8/2020 on EU investments in culture) and from the Council for an **initiative on an EU strategic framework for culture**. Following the Council’s invitation, internal work will start in 2024 to prepare options for a political decision on such an initiative.

Two bigger events are planned for early 2024. A **High-level event in the context of the dialogue with the art-market**, during BRAFA fair in Brussels which complements the dialogue with the art market. The second is an **EU conference on music**, in Brussels, in the context of the dialogue under the Music Moves Europe initiative.

Creative Europe programme

The priorities of the 2024 Annual Work Programme are translated into the following actions:

The continuous need to build a more crisis-resistant cultural and creative sectors: In 2024, in addition to the publication of the annual calls for **European Cooperation Projects** and for the **Circulation of European Literary Works**, the European Commission will also launch calls for proposals for the **“European platforms for emerging artists”**, **“European Networks of cultural and creative organisations”** and the **“Pan-European cultural entities”**. These actions contribute to the recovery and resilience of the cultural and creative sectors, while accompanying their transformation to become more crisis resistant. Creative Europe will keep on supporting the mobility of European artists and cultural professionals through its mobility scheme **“Culture Moves Europe”**.

Dealing with the consequences of the war in Ukraine: Creative Europe continues its support to Ukraine by providing supports to artists and access to culture to the Ukrainian displaced population. The European Cooperation Projects scheme will make “support to Ukraine” the **2024 annual priority**.

Encouraging a greener and more inclusive Programme: Activities for identifying ongoing efforts and strengthening synergies, building up capacity and knowledge and disseminating green ideas within the Programme and beyond will be continued in 2024.

Special actions: In 2024, the Culture strand of Creative Europe will continue to support the organisation of four yearly European prizes in the fields of **music, literature, architecture and cultural heritage** in the form of grants. To ensure the smooth continuation of the European Cultural Prizes, the Commission will launch in 2024 the appropriate procedures for the European prize for Cultural Heritage, Literature and Music. The cities of Tartu (EE), Bad Ischl (AT) and Bodø (NO) will hold the title of **European capital of culture** in 2024. The **European heritage label** will award the sites selected by the panel in a ceremony to be held in Q2 2024. Finally, the second edition of the **Day of European authors** becomes a permanent action of the Creative Europe Programme in 2024. The event will take place on 25 March 2024 in all the countries associated to the Programme.

Evaluations of the Creative Europe programme and associated actions will be carried out in 2024. The **final evaluation** of the 2014-2020 and **interim evaluation** of the 2021-2027 programme will be undertaken at the same time as the evaluation of the European capitals of Culture and of the European Heritage Label. The results of these evaluations are expected by 31 December 2024.

General Objective 6 - A new push for European democracy

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

Education and training play a key role in strengthening the European democracy by equipping young citizens with the necessary competences and skills to actively contributing to policy-making on the local, regional, national and European level. Under the Erasmus+ programme, Jean Monnet for other fields of education and training supports the European citizenship education in schools and the training of teachers active in the field of citizenship education. In 2024 a new call will be launched for additional Learning EU Initiatives, Teacher Training and Networks.

During 2024 and 2025 the European Education Area strategic framework **Working Group on Equality and Values in Education and Training** will continue focusing on citizenship education, promotion of EU values and European dimension of teaching, building on previous discussions and their main messages integrated in the Issue paper on citizenship education. Planned activities include a joint webinar with the Standing Group on Indicators and Benchmarks (SGIB) on the IEA International Civic and Citizenship Education (ICCS) Study 2022 results, European Report, early next year, and a dedicated plenary meeting on the European dimension of teaching in the first half of 2025. In 2024 and 2025 the Working Group will also focus on countering and preventing hatred (combating hate speech in and through

education) through plenary meetings, webinars and peer learning activities. Collection and dissemination of inspiring practices in these domains will also continue.

In addition, other follow-up actions to the Council conclusions on the contribution of education and training to strengthening common European values and democratic citizenship, of 23 November 2023, and of the Communication No place for hate: a Europe united against hatred (6 December 2023) of the Commission and High representative of the Union for Foreign Affairs and Security Policy) are being planned for 2024 and beyond. One of the concrete actions to be upscaled in 2024-2025 is the project on combating antisemitism through education, the Commission launched in 2023, in cooperation with UNESCO and OSCE, with Erasmus+ funding. The objective is to offer the possibility to all EU Member States to join the project, to organise more trainings for educators and policy-makers on addressing contemporary antisemitism and other forms of hatred through education.

In 2024, Erasmus+ will continue to support youth-led local, national, and transnational initiatives run by informal groups of young people and organisations working with young people through its dedicated format **Youth Participation Activities**. Similarly, in the context of the European Solidarity Corps, young people will be given a chance to express solidarity and engage by taking responsibility and committing themselves to bring positive change in their local community through implementing their own **Solidarity Projects**.

In 2024 the high level of funding for the Youth Participation action will be maintained, as part of the follow-up (legacy) of the European Year of Youth and as proof of the Commission's commitment to further support the engagement of young people.

The **European Youth Week 2024** (EYW2024) will take place from 12 to 19 April 2024 with the theme of **democratic participation**. In the light of the upcoming European elections (June 2024), the EYW2024 will focus on providing examples of democracy and active citizenship through initiatives supported by Erasmus+, including DiscoverEU, and the European Solidarity Corps. The European Commission aims to make the EYW2024 more inclusive and ensure that all young people can benefit from the activities and opportunities presented during the week. EYW2024 will feature policy dialogues with Commissioners, a legacy action of the European Year of Youth.

In the field of culture, the Commission will launch a new **peer-learning scheme** on democracy in 2024 with support from Creative Europe.

PART 2. Modernising the administration: main outputs for 2024

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

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

As indicated in the performance tables in the annex, in 2024, DG EAC's HR focus will remain on the implementation of the HR strategy, in close collaboration with the internal communication function.

In a context of high workload and without any increase of resources, the HR function will continue a forward-looking planning and advice to senior management on resource allocation. Staff well-being and staff engagement will remain a priority. Following the 2023 staff opinion survey, results will be carefully analysed, and actions will be devised accordingly, building upon actions that have been successfully carried out in 2023 such as teams' presentations and creating opportunities for exchange among staff, and between staff and senior management.

DG EAC will continue contributing to the Commission strategy on Diversity and Inclusion, notably by sustaining achievements in gender balance in management positions and extending the monitoring to the executive agencies. Attention will be paid to continue making balanced first appointments at middle management level.

In close collaboration with DG HR, the HR function will continue to ensure the implementation of HR corporate policies, making sure that DG EAC fully benefits from them (e.g. Female Talent Development Programme, Junior Professional Programme, etc). The strategic use of the learning and development budget will support talent management and staff development.

B. Sound financial management

In 2024, DG EAC will prepare for the full implementation of SUMMA, a new financial management tool, which will replace the current system, ABAC. The first quarter will be critical for developing key functionalities, making strategic decisions, and providing training

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

to ensure that the final version of SUMMA, which will be deployed in 2025, covers all necessary functionalities to allow the continued smooth management and implementation of the program under both direct and indirect management and full compliance with sound financial management. This will also trigger other changes, such as the mandatory introduction of the eContracts module in the eProcurement Suite, under development.

In this changing context, DG EAC will continue working with other DGs and services to find the adequate combination of corporate tools, in particular to fill functional gaps in the financial software related to indirect management, which would allow it to manage its operations with National Agencies with the least disruption possible and the least impacts to external beneficiaries. This includes the potential onboarding of a tool, Light Contract Management (INTPA), for the management of contribution agreements under indirect management, in the second semester. As part of its change management, DG EAC will also seek to ensure adequate solutions are found to process all national agencies' transactions efficiently, including the issuance of contribution agreements, the processing of their yearly reports, and partial clearing, and to continue to support the improvement of the national agencies financial management processes and tools. By ensuring, together with central services, that the new financial management tool is implemented smoothly and that the necessary adjustments are made to internal procedures and workflows, DG EAC will preserve sound financial management in 2024 and beyond, seeking to minimise disruption to programme operations.

Supervision of the executive agencies REA and EACEA as well as the EIT will be implemented in line with the memoranda of understanding established in 2023 (for EACEA and REA) and 2022 (for EIT respectively).

Continued special attention will be given to further build capacity of the EACEA and the National Agencies on EU values. DG EAC works closely with the Legal Service and DG BUDG to make the necessary adjustments to the existing administrative framework to give better prominence to the aspect of respect of EU values during the evaluation of project proposals under direct and indirect management. In addition, new mechanisms have been added to the recently launched 2024 calls, namely references to the respect of EU values in all actions under the award criterion "relevance", as well as a new section in the application form for applicants to confirm their adherence to such values. In line with the indirect management mode, the implementation of these rules and of other legal requirements are being discussed with national agencies to ensure proper implementation across the network of national agencies. Regarding projects, DG EAC is analysing the appropriate measures to be taken to safeguard the principle of respect of EU values, including trainings for concerned colleagues.

C. Fraud risk management

In line with the Commission Anti-Fraud Strategy (CAFS) and its revised action plan, DG EAC will assess the implementation of the current action plan and present a revised action plan to take account of the control strategy for the 2021-27 programmes, which emphasises greater business intelligence and risk assessment regarding beneficiary profiles. In addition, the work on risk assessment will enhance the prevention and detection of material fraud by

more targeted allocation of control resources. DG EAC will contribute to the implementation of the CAFS action Plan, and will continue its cooperation with OLAF, notably by participating to the Fraud Prevention and Detection Network meetings.

D. Digital transformation and information management

Digital transformation

The key goals for 2024 are to further complete and improve the IT Modules of DG EAC's IT Landscape to fully support the implementation of the Erasmus+, European Solidarity Corps, and Creative Europe programmes (for the Call years 2022, 2023, 2024 and 2025 in alignment with the respective EAC Programme Guides).

Increasing user satisfaction by offering a well-functioning, integrated and performing application after a challenging start of the new MFF and experienced difficulties will continue to be a goal in 2024. ⁽¹²⁾ In 2024, current implementations will continue using EU Access/EU Login and Secunda+ for user management services, embracing improvements offered from the Compass Corporate workflows where possible and considered help-full, using the offered upgrades of the ALMA/Hermes Repository Services for document management, etc.

It is the goal to minimise delays, advance our IT planning and test strategies (test automation), and persistently tackle software issues. It is also planned to reflect on the feedback from the NA visits carried out during 2023 to further improve EAC's offering focussing on Data, their accessibility, consistency, and reliability. This IT "**Data Initiative**" will be fuelled by setting up a Data Synergy workgroup, which will be composed by Architects and DevOps Team Members to provide solutions for the EAC IT Landscape related IT Modules. Elements such as data distribution, transition of data / files' metadata between systems, access to external data, (NAs) exposing files from HRS and allowing bulk imports using system-to-system integrations and contract-based modules integrations are planned to be addressed, while ensuring that Data protection / privacy principles are respected.

DG EAC plans to offer an extended training to the end-users (webinars, videos etc.) on how to use the various IT Modules. It is also planned, to start with first preparations (technical

⁽¹²⁾ Issues from 2023 are nearly all resolved due to the implementation of many mitigation measures (e.g. maintaining overarching IT Planning/ JIRA tracing and tracking system to discover impact of unforeseen, unplanned events or large change requests, reducing scope and/or adapt delivery dates, monitoring quality and stability of the online IT systems through a new Action Plan (V.2), actively managing external communication and collaboration (webinars, on-site meetings, acceptance testing exercises etc.) with National Agencies, engaging with third-party expertise (DIGIT or other) to allow implementing IT Security or Data Protection measures, demanding DIGIT to increase their level of service for corporate infrastructure and services for which EAC participates in corporate Governance bodies etc.

analysis, architecture designs, new technologies e.g., cloud etc.) in the context of **the new MFF**, starting in 2028.

DG EAC is still fully embracing the Dual Pillar Approach "Reuse, Buy, Build", continues following the Digital Solutions Modernisation Plan, along the lines of the 11 principles (agility, user centricity, interoperability, privacy and security etc.) of the Digital Strategy.

In line with EAC IT governance practices, also in 2024 DG EAC will regularly update the IT Portfolio management systems (GovIS2) in terms of business/technical capacity data, IT security/Data Protection, investments of already established IS systems, new IT projects, etc. to further improve the data quality in data quality in GovIS2.

Information and IT security rules

Throughout 2024, DG EAC will further increase over-all IT security posture of all its IT modules. DG EAC has therefore created an action plan based on the **IT Security Strategy 2023-2024** and the findings of the recent **IAS Audit on the management of information technology security in DG EAC, focusing in 2024** on:

- **IT Security compliancy:** The self-assessment exercise has been repeated in for all operational EAC IT Landscape systems, results were available by 20/12/2023. During 2024 special focus will be on encoding all results in GRC and GovIS2 and assessed, and also implementation priorities will be set by then. The self-assessment exercise will be repeated in 2024 targeting completing the attestation (55 controls) by end-2024 for all EAC IT Modules.
- **IT Security Plans (ITSP):** DG EAC currently owns 18 IT Systems. **During 2024** it is planned to:
 - update the ITSP for all 8 IT systems belonging to the EAC IT Landscape and
 - implement the findings of the (3) newly created ITSPs for (Education for Climate Coalition, European Student Card and Selfie for Teachers
 - create and/or update (4) ITSPS for the other EAC IT Systems (Selfie for Schools, European Education and Culture Platform, Erasmus Without Paper (EWP), and SelfieforSchools, Management Reporting).
- **Vulnerability Assessments:** DIGIT/S services carried out penetration tests and code reviews, while the vulnerability scanning has been carried out by DG EAC. Possible mitigation measures will be followed up during 2024. Penetration tests, code reviews and vulnerability scans will be repeated in 2024.
- **Usage of EU Login and Multi-Factor Authentication (MFA):** DG EAC is currently reassessing the implementation of EU Login for all IT Systems of DG EAC.
- **Standard operating procedure (SOP) on Handling IT Security Incidents:** An updated version, following the advice of the IAS in October 2023 with the support of the cLISO is planned to be issued in 2024.
- **The Inventory of assets exercise** is planned to be continued (18 out 20 IT Systems had been checked in 2023) to ensure that next to financial aspects,

primarily IT security relevant aspects and data sensitivities are properly safeguarded by upgrading or replacing assets.

Priority will be given to further improve the data quality in GovIS2 by encoding all IT specific aspects to allow for adequate decision making. DG EAC will also further support increasing awareness on cybersecurity across the DG, by utilising the offerings made by DIGIT/S. Results of clicking on Phishing emails exercises available via the Digital Commission Dashboard and EAC's cLISO will be monitored. EAC will follow-up having all DG EAC staff migrated to Welcome until the end of 2024.

Data, information and knowledge management

While digital technologies are evolving fast and change the way we work at an increasingly accelerated pace, data remains at the centre of activities carried out in EAC.

The reinforced mandate of the Data Management Committee – including the gradual introduction of AI projects in the context of the AI@EC framework – will support new initiatives making data a strategic performance enabler for EAC programmes in 2024 and to support EAC's 360° organisational performance. The data projects will start to support improved, more standardised and reliable MFF performance reporting, integrating programme monitoring and analysis features, advanced analytics in exploitation of results, while supporting in-depth insights as part of the programmes' evaluations. Further, DG EAC will work on data literacy and data visualisation using storytelling to support communication on the programmes' performance. EAC will also continue its seamless cooperation with EACEA⁽¹³⁾ and RTD in the data analytics sphere, enabling a fully integrated data and performance perspective on its programmes, regardless of the implementing mode.

As regards knowledge management, DG EAC will carry out a phased transition of SharePoint on Premises libraries to M365, including migration of the intranet. This will be aligned with the corporate approach based on the experience gained by DG EAC using collaborative sites and making maximal use of Teams to maximise user autonomy.

Data protection

DG EAC will continue the implementation of the Commission's Data Protection Action Plan. Different awareness raising activities will be organised: meetings of data protection network, course offers, intranet publications, data protection quizzes. DG EAC will ensure compliance with the obligations concerning record keeping by means of creating new records for the new DG EAC processing activities and the update of existing records on a yearly basis.

The inventory of agreements with external processors (contracts with service providers and contribution agreements with National Agencies) will be updated regularly (once every six

⁽¹³⁾ EACEA uses EAC's data analytics infrastructure and governance framework, developments being operated using common methodologies (data decisions validated at EAC's Data Management Committee).

months). The updated procedure for data subject rights (approved by the DSC) will be used together with the corporate templates.

E. Sound environmental management

Following the Green Deal's commitment reducing the environmental footprint and achieving climate neutrality by 2030, DG EAC is planning to implement various actions in order to reduce its net greenhouse gas emissions and raise awareness among its staff.

Firstly, DG EAC has signed the Green travel Pledge which introduces the reduction of travel-related emissions as one of the central elements of the Commission's global objective, reducing the GHG emissions by 60% for the period between 2005-2030. DG EAC will start collecting the data from MIPS concerning the CO2 emissions in 2024.

As a result, the focus is on green transportation during missions by urging all DG EAC staff and external experts (who are travelling on administrative budget) to choose the greenest option when traveling for a mission.

In 2024, there will be at least one article via the intranet concerning green travel during missions. In addition, there will be regular events and informative articles concerning green ways of transportation (ex. Velomai, Walking challenge etc).

Secondly, DG EAC is planning on keeping its building closed during the winter and summer breaks. Moreover, following the general instructions, the heating/air conditioning will be turned on from 8.30 till 17.00. The heating during wintertime will not exceed 19 degrees and the use of the cafeteria's electricity is going to be turned off outside working hours unless there is a special request.

Furthermore, the most used products in the catalogue for office supplies are green (ex. 49.5% of the total products' catalogue). Colleagues are advised to preferably use these products as well as the refills instead of getting new ones when the old ones are finished. In addition, EAC will also publish at least one article to further raise awareness. Furthermore, all public procurement related processes in DG EAC are electronic since 2021, and external suppliers are requested to send all documents via electronic means instead of using the postal services.

In general, DG EAC will focus on implementing gradually the EC guidelines (along the lines of the [EC Guide on sustainable meetings and events FINAL.pdf \(europa.eu\)](#)) for sustainable meetings and events.

Finally, there will be regular dissemination of information (articles and Intranet / e-mail communications) about green actions from DG EAC, other DGs or public actions, as well as awareness campaigns concerning waste management, paperless working methods, energy and water preservation, and biodiversity.

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

As regards financial activities, efficiency gains through DG EAC's delegation of a number of activities to EACEA over the past years is helping maintain focus on the DG's core activities and streamline their financial management. The supervision and control strategy will be at cruising speed and will continue to be updated iteratively in collaboration with DG EAC's entrusted bodies. This focus will continue into 2024, including on further automation of processes, enhanced reporting, regular updates of planning of procedures and financial transactions, simplification of financial circuits, alignment to corporate methodologies and an update of internal guidance and workflows where relevant. The legal sector will continue to provide support to the economy and efficiency through non-financial activities in DG EAC's policy areas.

Advanced analytical capabilities will be deployed by the reporting unit to monitor and track budget performance, including on cross-cutting policy priorities, as well as to report on achievement of targets and results in a consistently reliable and transparent way, which will be further extended to become accessible to the public. To this end, DG EAC will continue to reinforce data governance for performance data and intensify the efforts already deployed in delivering accountability of funding programmes through enhanced internal and external performance reporting. DG EAC will implement new criteria for a strengthened common control approach on the reliability of performance information on its spending programmes. In addition, analytical tools deployed to National Agencies will be refined to improve further the effectiveness in addressing risks of double funding and meet the highest standards of budgetary and financial management.

The on-going mid-term evaluations of DG EAC's programmes present an opportunity to assess their effectiveness and efficiency and gather the relevant data guiding appropriate modifications over the remaining programme period. In 2024, efforts will continue towards the efficient and effective introduction implementation of SUMMA at DG level and to align the internal workflows to the requirements of the tool to the extent possible, without a major impact on external business partners. This might entail also further integration with other corporate tools already in place or to be developed. In this regard, significant effort will be dedicated to adapt DG EAC's integrated reporting platform and avoid disruptions in DG EAC's ability to track budget performance across funding programmes and implementation modes.

ANNEX: Performance tables - main outputs for 2024

Part 1 – Delivering on the Commission’s priorities

General objective: 1 - A European Green Deal			
Specific Objective: 1.1: Promote behavioural changes and support education towards a sustainable economy			
<i>Related to spending programme(s): Erasmus+; European Solidarity Corps; Creative Europe; Marie Skłodowska-Curie Actions</i>			
Main outputs in 2024:			
Other important outputs			
Erasmus+			
Output	Indicator	Target	Unit
EEA Working Group Pathways to School Success, Sustainability Strand	A plenary session on synergies between digital and green education and a peer learning activity on collaboration with non-formal education on sustainability.	Q2 2024	B2
The share of activities addressing climate objectives under key action 1	The share of activities addressing climate objectives under key action 1 of the Education and Training strand	17%	B4
	The share of activities addressing climate objectives under key action 1 of the Youth strand	17%	B4
	The share of activities addressing climate objectives under key action 1 of the Sport strand	16%	B4
The share of activities addressing climate objectives under key action 2	The share of projects addressing climate objectives under key action 2 of the Education and Training strand	18%	B4
	The share of projects addressing climate objectives under key action 2 of the Youth strand	19%	B4
	Share of projects addressing climate objectives under key action 2 of the Sport strand	15%	B4
European Solidarity Corps			
Output	Indicator	Target	Unit
The share of activities that address climate objectives	The share of activities that address climate objectives	13%	B3
Creative Europe			
Output	Indicator	Target	Unit

The share of activities that address climate objectives	The share of activities that address climate objectives	15%	D2
Other important outputs			
Output	Indicator	Target	Unit
The results of two major studies on links between the digital and green agenda in education and on implementation of learning and competences for sustainability in EU education and training systems (Eurydice).	2 studies	Q4 2024	B2

General objective: 2 - Europe fit for the digital age

Specific Objective: 2.1: Promote the development of a high-performing digital education ecosystem in Europe

Related to spending programme(s): Erasmus+ (Digital Education Action Plan)

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target	Unit
Follow-up of the Council Recommendation on the key enabling factors for successful digital education and training	Set-up of an independent expert group on digital education content	Q2 2024	C4

Evaluations and fitness checks

Output	Indicator	Target	Unit
Study on the discoverability of diverse European cultural and linguistic content in the digital environment	Launch of the study	Q1 2024	D1

Other important outputs

Output	Indicator	Target	Unit
Digital Education in Europe Survey	Launch of the study	Q3 2024	C4

Specific Objective: 2.2: Enhance digital skills and competences for the digital transformation for all

Related to spending programme(s): Erasmus+ (Digital Education Action Plan)

Main outputs in 2024:

New policy initiatives

Follow-up of the Council Recommendation on improving the provision of digital skills in education and training	Set-up of an independent expert group to assist the Commission in developing guidelines on high-quality informatics	Q2 2024	C4
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Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target	Unit
European Digital Education Hub	Develop a Higher Education interoperability framework	Q4 2024	C4
Digital Education Hackathon	Organisation of 5th edition	Q4 2024	C4
Girls Go Circular	To be expanded to 6 additional Member States and reach 10 000 girls	Q4 2024	C4

Evaluations and fitness checks			
Output	Indicator	Target	Unit
Learning for sustainability and digital education: tensions, challenges, and opportunities	Study	Q1 2024	B2
Other important outputs			
Output	Indicator	Target	Unit
Digital Opportunity Traineeship	Number of participants - DOT	8 000	B1, B4, C4
Girls ESTEAM Fests	Organisation of 5 girls ESTEAM Fests	Q4 2024	C.4

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

Related to spending programme(s): Horizon Europe - Marie Skłodowska-Curie Actions

Main outputs in 2024:

External communication actions

Output	Indicator	Target	Unit
MSCA Presidency Conference (hybrid event onsite/online)	Number of attendees onsite	150	C2
Falling Walls Lab MSCA	Number of attendees	150 (physical) + 500 (online)	C2
MSCA European Researchers' Night	Number of attendees	1.5 million	C2
Science is Wonderful!	Number of visitors	4 000	C2

Other important outputs

Output	Indicator	Target	Unit
Effective implementation	Cross-sector and cross-country circulation of researchers (MSCA) - Researchers	65 000 researchers cumulative 2021-2027	C2
	Cross-sector and cross-country circulation of researchers (MSCA) – Ph.D.	25 000 PhD candidates cumulative 2021-2027	C2
Non-academic participation in MSCA	Share of non-academic organisations in Postdoctoral Fellowships, Doctoral Networks, Staff Exchanges and learning COFUND closed calls	35%	C2

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

Related to spending programme(s): Horizon Europe – The European Institute of Innovation and Technology

Main outputs in 2024:

Other important outputs

Output	Indicator	Target	Unit
2025-2027 EIT Single Programming Document (SPD)	Adoption of the Commission Opinion	Q2 2024	C1
Effective implementation	Budget execution	100% Q1, Q2, Q3, Q4 2024	C1
	Timely implementation of the 2024 Annual Work Programme	100% activities 2024 programming Q1, Q2, Q3, Q4 2024	C1
2023 discharge process	Acceptance of 2023 discharge	Q4 2024	C1
Organisation of National Contact Point meetings	Number of meetings	2 meetings Q1, Q2, Q3, Q4 2024	C1
Monitoring activities performed by DG EAC at management level	Number of monitoring activities, including participation in the EIT body and advisory groups and formal regular meetings at management level (GB - 4, ExCo - 4, Rapporteur visits - 9, AuditCo - 3, EIT KIC Forum - 3, MSRG - 2)	25 activities Q1, Q2, Q3, Q4 2023	C1
Political guidance to the EIT	Political guidance on FS, outreach etc.	Q1, Q2, Q3, Q4 2024	C1
Execution of financial transactions	Timely implementation	100% Q1, Q2, Q3, Q4 2024	C1

General objective: 3 – An economy that works for people

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

Related to spending programme(s): European Semester

Main outputs in 2024:

Enforcement actions

Output	Indicator	Target	Unit
Contribution to the assessment of milestones and targets in the implementation of the Recovery and Resilience Plans and linked to education	100 milestones reported completed by Member States and assessed by COM with contribution from DG EAC (the target is based on the timeline outlined in the Council Implementing Decisions; actual number may differ depending on progress in implementation in Member States)	Contribution to the assessment of all milestones (100%)	A2

General objective: 4 – A stronger Europe in the world

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

Related to spending programme(s): Erasmus+; European Solidarity Corps; Creative Europe; Marie Skłodowska-Curie Actions

Main outputs in 2024:

Other important outputs

Erasmus+ International

Output	Indicator	Target	Unit
Higher Education	N° of international Student and Staff Mobility	15 000 (H2) 52 000 (H6)	B1, C3
	N° of international students in Erasmus Mundus Joint Masters (EMJM)	3 100	C3
	N° of international HEIs consortia in EMJM	32 ⁽¹⁴⁾	C3
	N° of Erasmus Mundus Design Measures (EMDM) projects	50	C3
	N° of capacity building in Higher Education projects	145	C3
Jean Monnet activities	N° of actions supported in Higher Education	300	A1
	N° of actions ⁽¹⁵⁾ other level of education and training	50	A1
	N° of actions supported in policy debate	5	A1
Erasmus+ Virtual Exchanges	N° of Erasmus+ Virtual Exchanges projects	15	C3
	N° of participants in Erasmus+ Virtual Exchanges projects	35 000	C3
Vocational Education & Training	N° of capacity building in VET projects	69	C3, B2

Erasmus+ Youth

Output	Indicator	Target	Unit
Youth	N° of capacity building in youth projects	35	C3, B3

Erasmus+ Sport

Output	Indicator	Target	Unit
Sport	N° of capacity building in sport projects	4	D3
Participation of the Eastern Partnership countries in the European Week of Sport	Number of countries taking part in the European Week of Sport	5	D3

⁽¹⁴⁾ Counted as projects

⁽¹⁵⁾ Counted as beneficiaries.

European Solidarity Corps			
Output	Indicator	Target	Unit
Effective implementation of the European Solidarity Corps 2023 Annual Work programme	The degree of satisfaction of volunteers deployed in the humanitarian aid field and of participating organisations with regard to the effective humanitarian contribution of the activities on the ground	50%	B3
	The number of activities in third countries that contribute to strengthening local actors and local communities and complementing volunteering under the European Voluntary Humanitarian Aid Corps	10	B3
Creative Europe			
Output	Indicator	Target	Unit
Effective implementation of the Creative Europe 2023 Annual Work programme (Culture Strand)	The number and scale of transnational partnerships created with the support of the programme, including the country of origin of the beneficiary organisations	Partnerships: 195 Organisations 2 400	EAC D2, CNECT I.3
	Qualitative evidence of success stories in the artistic, business and technological innovation fields due to programme support	20	D2
	The number and scale of transnational partnerships created with the support of the programme	Partnerships: 128 Organisations: 867	D2
	The number of projects supported by the programme involving organisations from third countries ⁽¹⁶⁾	64	D2
Effective implementation of the Creative Europe 2023 Annual Work programme (MEDIA Strand)	The number and scale of transnational partnerships formed (composite indicator for the 'creative innovation lab' action and cross-cutting actions that support the news media sector)	17	D2

⁽¹⁶⁾ This indicator should measure participation of third country organisations in the cooperation projects. "Third countries" here means: participating and non-participating countries.

General objective: 5 – Promoting our European way of life

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

Related to spending programme(s): Erasmus+; European Solidarity Corps; Creative Europe; Marie Skłodowska-Curie Actions

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target	Unit
 Commission Communication on a Joint European Degree ⁽¹⁷⁾	Adoption of Commission Communication on a Joint European Degree	Q1 2024	B1
 Proposal for a Council Recommendation on attractive and sustainable careers in higher education ⁽¹⁸⁾	Adoption of the Proposal for a Council Recommendation on attractive and sustainable careers in higher education	Q1 2024	B1
 Proposal for a Council Recommendation on a European quality assurance and recognition system ⁽¹⁹⁾	Adoption of the Proposal for a Council Recommendation on a European quality assurance and recognition system	Q1 2024	B1

Evaluations and fitness checks

Output	Indicator	Target	Unit
Evaluation of the European Education Area	Evaluation support contract in place Targeted and open public consultations	Q1 2024 Q2-3 2024	A1

External communication actions

Output	Indicator	Target	Unit
EEA Portal	Number of visits Nr of page reviews	1 760 000 3 300 000	A3

Other important outputs

Output	Indicator	Target	Unit
Education for Climate Coalition	Number of active community challenges to be presented at the 4th Education for Climate Days	15	A1
	Number of training courses	4	A1

⁽¹⁷⁾ Initiatives that are part of the 2024 CWP are marked with the following icon 

⁽¹⁸⁾ Ibidem.

⁽¹⁹⁾ Ibidem.

Learning Lab on Investing in Quality Education and Training	Community of Practices	2	A1
	Number of analytical reports	3	A1
	Number of education policy evaluations (launched/not finalised)	1	A1
Education and training			
Output	Indicator	Target	Unit
Education and Training Monitor	Publication 2024	Q4 2024	A4, A2
	Annual views of EN OP Monitor homepage	>10 000	A4, A2
	Annual overall views (all sections, all languages) of OP Monitor web pages	> 55 000	A4, A2
Higher Education			
Output	Indicator	Target	Unit
European Universities	Number of European Universities supported under Erasmus+	At least 60	B1
European Universities Alliances	Number of Higher Education Institutions involved in European Universities Alliances	At least 500	B1
European Student Card Initiative: Erasmus Without Paper Network	Number of higher education institutions using the Erasmus Without Paper Network	2 600	B1
European Student Card Initiative: Co-branding students' cards with the European Student Card elements	Number of European Student Cards produced by higher education institutions/student card issuers	2.2 million	B1
European Student Card Initiative: Erasmus+ Mobile App	Number of times the Erasmus+ Mobile App has been downloaded	230 000	B1
School Education			
Output	Indicator	Target	Unit
Commission Expert Group on supportive learning environments and well-being at school	2 sets of guidelines for policy makers and teachers/school leaders	Q2 2024	B2
EEA Working Group on School, Pathways to School Success Strand	Publication of a Thematic report on targeted support for learners in need of support and relevant factsheet	1 report, Q3 2024	B2
EU Education Solidarity Group Ukraine	Organise a seminar on lessons learnt in supporting displaced learners from Ukraine	Q1 2024	B2
Early childhood education and care system (ECEC)			
Output	Indicator	Target	Unit
EEA Working group on ECEC	2 interim reports	Q4 2024	B2

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*

Related to spending programme(s): *Erasmus+ (Education and Training)*

Main outputs in 2024:

Evaluations and fitness checks

Output	Indicator	Target	Unit
Erasmus+ Final evaluation 2014-2020 and interim evaluation 2021-2027	Adoption of final evaluation report	Q4 2024	B4

Enforcement actions

Output	Indicator	Target	Unit
Erasmus+ 2024 Annual Work Programme review	Adoption of implementing act	Q1 2024	R2/B4
Erasmus+ 2025 Annual work programme	Adoption of implementing act	Q3 2024	R2/B4
Programme guide and general call 2025	Publication of general call	Q4 2024	B4

External communication actions

Output	Indicator	Target	Unit
Erasmus+ Annual report 2023	Number of report downloads from the OP website	5 000	R2

Other important outputs

Output	Indicator	Target	Unit
European School Education Platform: continuous professional development offers for 2024	Number of Massive Open Online Courses (MOOCs)	6, Q4 2024	B2
	Number of resources on competences areas of Selfie for Teachers	150, Q4 2024	B2
	Number of resources for the Toolkit for School Success	15, Q4 2024	B2
	Number of webinars - Wellbeing at school	4, Q4 2024	B2
	Number of videos - Wellbeing at school	3, Q4 2024	B2
Effective implementation	N° of contribution agreements with National Agencies (NAs)	54	B4
Key Action 1 Learning mobility (Participant types)	HE learners	350 000	B1
	VET learners	190 000	B2
	School learners	136 000	B2
	Adult learners	11 000	B2
	HE staff	75 000	B1
	VET staff	35 000	B2

Output	Indicator	Target	Unit	
	School staff	68 000	B2	
	Adult staff	25 000	B2	
	Number of participants in virtual learning activities under key action 1 of the Education and Training strand	32 400	B4	
Key Action 1 Learning mobility (inclusion)	Number of people with fewer opportunities taking part in activities under key action 1 of the Education and Training strand			
	HE	39 000	B4	
	VET	19 000	B4	
	School	17 000	B4	
	Adult	13 000	B4	
Key Action 1 Learning mobility (Organisations)	Number of organisations and institutions taking part in the Programme for the Education and training strand	53 000	B4	
	Number of newcomer organisations and institutions taking part in the Programme under key actions 1 and 2 of the Education and Training strand	5 300	B4	
Key Action 1 Learning mobility (Qualitative)	Share of participants that consider they have benefited from their participation in learning mobility activities under key action 1 of the Education and Training strand	95%	B4	
	Share of participants that consider they have an increased European sense of belonging after participation in activities under key action 1 of the Education and Training strand	66%	B4	
Key Action 2	Centres of Vocational Excellence	14	B2	
	Erasmus Teacher Academies	15	B2	
	Innovative Teaching Award	1	B2	
	Partnerships for Innovation Alliances	33	C1	
	Number of small-scale partnerships supported under key action 2 of the Education and Training strand	1 200	B4	
	Number of users of virtual cooperation platforms supported under key action 2 of the Education and Training strand	European School Education Platform: 275 000 total users		B2
		of which 198 000 on eTwinning		
EPALE: 13 000		B2		
Key Action 2	Number of organisations and institutions taking part in the programme for the Education and training strand	16 500	B4	

Output	Indicator	Target	Unit
	Number of newcomer organisations and institutions taking part in the programme	1 150	B4
	Share of organisations and institutions that consider they have developed high-quality practices as a result of their participation	69%	B4
Key Action 3	Number of organisations and institutions taking part in the programme for the Education and training strand	2 200	B4
Education and Training strand	The share of organisations and institutions that consider that the procedures for taking part in the programme are proportionate and simple for the Education and Training strand	62%	B4

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*

Related to spending programme(s): Erasmus+ Youth

Main outputs in 2024:

New policy initiatives

Output	Indicator	Target	Unit
Eurobarometer on Youth and Democracy	Completed	Q2 2024	B3

External communication actions

Output	Indicator	Target	Unit
European Youth Portal	Number of visits	7 000 000	B3
2024 European Youth Week	Number of attendees (physical and online)	100 000	B3
	Indirect audience reach - Media reach of the event	1 000 000	

Other important outputs

Output	Indicator	Target	Unit
Key Action 1 Learning mobility (Participant types)	Number of participants in learning mobility activities in the Youth strand of the programme	170 000	B3
	The number of participants in virtual learning activities under key action 1 of the Youth strand	5 000	B3

Output	Indicator	Target	Unit
	The number of organisations and institutions taking part in the programme for Youth activities	18 000	B3
Key Action 1 Learning mobility (Inclusion)	The number of people with fewer opportunities taking part in activities under key action 1 of the Youth strand	45 000	B3
	The number of newcomer organisations and institutions taking part in the programme	2 300	B3
Key Action 1 Learning mobility (Qualitative)	The share of participants that consider they have benefited from their participation in learning mobility activities under key action 1 of the Youth strand	92%	B3
	Share of participants that consider they have an increased European sense of belonging after participation in activities under key action 1 of the Youth strand	62%	B3
Key Action 2	Number of organisations and institutions taking part in the Programme for Youth activities	5 000	B3
	Number of small-scale partnerships supported under key action 2 of the Youth strand	500	B3
	Number of users of virtual cooperation platforms supported under key action 2 of the Youth strand	550 000	B3
Key Action 2 (Qualitative)	Share of organisations and institutions that consider they have developed high-quality practices as a result of their participation in key action 2 of the Youth strand	69%	B3
	Share of organisations and institutions that consider that the procedures for taking part in the Programme are proportionate and simple for the Youth strand	62%	B3
Youth	Number of newcomer organisations and institutions taking part in the Programme under key actions 1 and 2 of the Youth strand – KA2	3 800	B3
Key Action 3	Number of organisations and institutions taking part in the Programme for Youth activities	95	B3

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*

Related to spending programme(s): European Solidarity Corps

Main outputs in 2024:

Evaluations and fitness checks

Output	Indicator	Target	Unit
European Solidarity Corps Final evaluation 2018-2020 and interim evaluation 2021-2027	Completed	Q4 2024	B3

Other important outputs

Output	Indicator	Target	Unit
Engagement in solidarity activities	Participants in volunteering solidarity activities	15 600	B3
	Participants in Solidarity Projects	9 300	B3
	Participants in humanitarian aid related solidarity activities	309	B3
Promoting social inclusion and equal opportunities	The share of participants with fewer opportunities	30%	B3
	The number of participants who are young people with fewer opportunities	6 600	B3
Effective implementation of the European Solidarity Corps 2022 Annual Work programme	The number of organisations holding a quality label	4 800	B3
	The share of participants reporting positive learning outcomes	90%	B3
Effective implementation of the European Solidarity Corps 2022 Annual Work programme	The share of participants whose learning outcomes have been documented through a Union transparency and recognition tool such as Youthpass, Europass or a national tool	80%	B3
	The overall satisfaction rate of participants with regard to the quality of activities	90%	B3

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*

Related to spending programme(s): Erasmus+ Sport

Main outputs in 2024:

External communication actions

Output	Indicator	Target	Unit
10th European Week of Sport	Number of attendees	10 million	D3

Other important outputs

Output	Indicator	Target	Unit
Key Action 1 (Participant types)	Number of participants in learning mobility activities in the Sport strand of the programme	4 000	D3
	Number of participants in virtual learning activities under key action 1 of the Sport strand	160	D3
	Number of organisations and institutions taking part in the Programme for the Sport strand	1 200	D3
Key Action 1 (Inclusion)	Number of people with fewer opportunities taking part in activities under key action 1 of the Sport strand	400	D3
	Number of newcomer organisations and institutions taking part in the programme under key actions 1 of the Sport strand	100	D3
Key Action 1 (Qualitative)	Share of participants that consider they have benefited from their participation in learning mobility activities under key action 1 of the Sport strand	80%	D3
	Share of participants that consider they have an increased European sense of belonging after participation in activities under key action 1 of the Sport strand	60%	D3
Key Action 2	Number of organisations and institutions taking part in the programme for the Sport strand	900	D3
	Number of small-scale partnerships supported under key action 2 of the Sport strand	175	D3
	Number of newcomer organisations and institutions taking part in the programme under key action 2 of the Sport strand	165	D3
	N° of cross-border projects to enhance social inclusion	60	D3
	N° of cross-border projects promoting healthy lifestyles	60	D3
Key Action 3	Number of organisations and institutions taking part in the programme for the Sport strand	40	D3

Output	Indicator	Target	Unit
Erasmus+ Sport	Share of organisations and institutions that consider they have developed high-quality practices as a result of their participation in key action 2 of the Sport strand	NEW INDICATOR (no baseline) Only possible to check at final report stage (after 2/3 years)	D3
	Share of organisations and institutions that consider that the procedures for taking part in the programme are proportionate and simple for the Sport strand	57%	D3

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

Related to spending programme(s): Creative Europe

Main outputs in 2024:

Evaluations and fitness checks

Output	Indicator	Target	Unit
Final evaluation 2014-2022 and interim evaluation 2021-2027 of Creative Europe programme	Finalisation	Q4 2024	D2 (in cooperation with DG CNECT for the MEDIA part)
Creatives Unite platform	Number of online visits	50 000 users	D1
	Number of posts on the platform	1 200	D1

Part 2 – Modernising the administration

A. Human resource management

Objective: DG EAC employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission’s priorities and core business.

Main outputs in 2024:

Output	Indicator	Target
Implement the annual HR plan in line with the HR strategy and update it with the results of the 2023 Staff opinion survey	Level of implementation	95% of the 2024 actions fully implemented
Analyse the results of the 2023 Staff opinion survey (SoS), devise actions and integrate them in the annual HR plan	Actions defined	Update of annual HR plan with actions following the 2023 SoS
Informal coffees with senior management	Number of events	5

Output	Indicator	Target
Campaign “The face behind the file” to reconnect teams	Number of events	5
Welcome events for newcomers and trainees	Number of events	4
Promotion of corporate career-development opportunities	Number of events	5
Maintain gender balance in management positions	Number of female middle-managers	50%-50%, i.e., 10 out of 20

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 ⁽²⁰⁾
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets (<i>where relevant</i>) Safeguarded information (<i>where relevant</i>)	Percentage of data breaches reported/notified within the legal timeframe	100% of data breaches reported within the legal timeframe
Efficient controls	Budget execution	Remains >95% of payment appropriations
	Time to Pay	Remains >95% of payments in volume are made on time (respecting legal time limits)
Economy of controls	Overall estimated cost of controls	Remains < 10% of funds managed

⁽²⁰⁾ For the Research, industry, space, energy and transport family, it is necessary to make a distinction between Horizon 2020 and Horizon Europe since they have different materiality criteria. A common approach among the relevant departments should be applied.

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) ⁽²¹⁾ aimed at the prevention, detection and correction ⁽²²⁾ of fraud.

Main outputs in 2024:

Output	Indicator	Target
Implementation of the AFS action plan including leveraging available data analysis to detect potential fraud, raising fraud awareness, and refining management tools to increase effectiveness	Completion of anti-fraud strategy actions and regular reporting to senior management	100% implementation
Revised action plan in line with the revised CAFS action plan, taking DG EAC specificities into account.	Update of Action Plan in line with the revised Anti-Fraud Strategy Action Plan	Adoption in 2024

D. Digital transformation and information management

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

Main outputs in 2024:

Digital Culture

Output	Indicator	Target
Enhancing staff skills and competences for effective use of data, information, and knowledge, particularly related to the Data Management activities including reporting.	Series of webinars to staff to present available reporting tools with a view to improving data literacy in DG EAC.	4 webinars

⁽²¹⁾ [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 document, [SWD\(2023\) 245](#) – ‘the revised Action Plan’.

⁽²²⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Digital Culture		
Raising staff awareness activities in the field of data protection	Number of awareness raising activities (meetings of data protection network, coffee meetings, intranet publications, data protection quizzes)	2 meetings 10 publications 100% of newcomers to receive awareness training 100 % of DG EAC staff (EAC Data Protection (DP) correspondents have the obligation to share the content of the information received during the meetings of the DP network or coffee meetings with all the staff in their units)
Digital-Ready EU policymaking		
Output	Indicator	Target
List of key actions on information management and data protection	Completion of actions regarding new information systems and identification and adoption of appropriate transfer tool for activities outside the EU-EEA	DG EAC has submitted to the European Data Protection Supervisor (EDPS) for approval ad hoc contractual clauses serving as transfer tool for processing of personal data outside EU-EEA (Serbia, Turkey, North Macedonia). Comments from EDPS are expected shortly and once validated will be immediately included in the contributions agreements signed by DG EAC with NAs in those countries.
Implementation of data rules/policies decisions from the Data Management Committee	Number of meetings of the data management committee	4 meetings planned in 2024
Delivery of digital solutions in alignment with EC Digital Strategy principles	Degree of implementation of the digital solutions modernisation plan: (focus on dimension "Data driven" – Data Initiative) for EAC's IT Landscape	EAC IT Landscape (75%)
Updated IT Security Plans using DIGIT corporate service.	% of IT security plans updated every 2 years for all EAC IT Systems	80%
IT security compliancy self-assessment (55 controls) for EAC IT Modules	% of attestations	100%
Results of clicking on Phishing emails exercises	% of EAC staff clicking on phishing emails	<18.8 %
Migration of DG EAC staff to Welcome	% of EAC staff having migrated to Welcome	100%
Business-driven Digital Transformation		
Output	Indicator	Target

Digital Culture		
Implementation of the corporate principles for data governance for DG EAC's key data assets ⁽²³⁾	Percentage of implementation of the corporate principles for data governance for DG EAC's key data assets	Interim milestone by 2024: 80%
Seamless Digital Environment		
Output	Indicator	Target
IT Legacy systems	Ratio of fully supported, deprecated and unsupported EAC IT systems (hosted in the corporate datacentre) (per department);	90 %

⁽²³⁾ For each key data asset, services should assess if the following principles have been respected (see also this [practical guidance](#)):

- Identify and designate the data owner and the data steward(s).
- Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.
- Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection, and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.
- Make any necessary changes and updates to the IT systems used for storing, managing, and disseminating these data assets to implement the aforementioned requirements and processes.

E. Sound environmental management

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

Main outputs in 2024:

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

Output	Indicator	Target (2019 as baseline)
Analysis of DG/service's missions trends / patterns (based on corporate EC-staff's and experts' professional trips (missions ⁽²⁴⁾)), optimise and gradually reduce CO2 emissions (e.g. by reducing the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/ virtual events as an alternative).	Signed the EC DG/service Travel Pledge	Yes

II. Reducing resource use in buildings and workspace (energy)

More efficient use of resources (energy):

Output	Indicator	Target (2019 as baseline, as appropriate)
Participation in corporate energy saving actions through building closure.	Number of department's buildings participating in: - End of year energy saving action - Summer energy saving action	- 80 % of DG EAC offices participating - 80 % of DG EAC offices participating [number of closed days] Minimum temperature 19 Celsius (decreased 2 degrees since 2021)

III. Organise sustainable events

Output	Indicator	Target (2019 as baseline, as appropriate)
Implementation of the EC guidelines for sustainable meetings and events	% of green events	70%

(24) Data provided by PMO/MiPs.

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

Output	Indicator	Target (2019 as baseline, as appropriate)
Implementation of the EC Guidelines for sustainable meetings and events, e.g. sustainable catering, reduce/eliminate single-use plastics, gadgets/gifts.	% of green events	70 %

V. Staff awareness

Output	Indicator	Target (2019 as baseline, as appropriate)
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG/service's waste generation in collaboration with OIB/OIL where appropriate (for example, promote and label the waste sorting schemes in place).	Number of articles published on EAC Intranet Waste reduction Biodiversity	2 articles for Waste reduction 1 article Biodiversity
Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns and/or awareness actions about DG/service's total energy consumption in collaboration with OIB/OIL ⁽²⁵⁾ where appropriate.	Number of actions related to: - Energy consumption - Water consumption - Paperless working methods	- 2 actions - 1 action - 1 action and 1 article
Staff awareness actions to reduce water use (for example ensuring that staff use the technical services hotline ⁽²⁶⁾ to report leaks) in the framework of EMAS corporate campaigns and/or awareness raising actions about DG/service's water consumption in collaboration with OIB/OIL where appropriate.	Number of articles published on EAC Intranet related to: - Energy consumption - Water consumption	- 2 articles - 2 articles

⁽²⁵⁾ See OIB – Environmental Building Performances for Brussels and OIL- Environmental Building Profiles for Luxembourg.

⁽²⁶⁾ For example, for Brussels: Email: OIB-55555@ec.europa.eu and Tel: 55555 and for Luxembourg: Email: OIL-DISPATCHING-CENTRAL@ec.europa.eu and Tel: 32220.

Output	Indicator	Target (2019 as baseline, as appropriate)
Paperless working methods at DG level (such as paperless working: e-signatories, financial circuits, collaborative working tools) and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and/or raise awareness about DG/service's office paper use in collaboration with OIB/OIL where appropriate.	- Number of articles published on EAC Intranet	- 1 article
Staff awareness actions on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data.	Number of actions introduced	1 action
Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during EU Mobility week and VeloWalk corporate events) and/or raise staff awareness on sustainable commuting in collaboration with OIB or OIL (e.g. availability of bike parking facilities, lockers and showers, promote the reduction of parking spaces' use amongst staff).	Number of articles published on EAC Intranet	2 articles
	% of sustainable commuters ⁽²⁷⁾ at DG/service*	Increase 10% ⁽²⁸⁾

⁽²⁷⁾ Sustainable commuting usually refers to environmentally friendly travel modes, such as: public transport (bus, tram, subway, light rail), walking, cycling, and carpooling.

⁽²⁸⁾ Based on the results of the corporate staff mobility survey conducted by HR.A.4 during 2022.

