



# **2019**

# **Annual Activity Report**

# **Annexes**

**Directorate-General  
for Education, Youth,  
Sport and Culture**



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## **ANNEX 1: Statement of the Director in charge of Risk Management and Internal Control**

***'I declare that in accordance with the Commission's communication on the internal control framework<sup>1</sup>, I have reported my advice and recommendations on the overall state of internal control in the DG to the Director-General.***

***I hereby certify that the information provided in the present Annual Activity Report and in its annexes is, to the best of my knowledge, accurate and complete.'***

*Brussels, 31 March 2020*

(Signed)

*Arturo CABALLERO BASSEDAS*

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<sup>1</sup> C(2017)2373 of 19.04.2017.

## ANNEX 2: Reporting – Human Resources, Better Regulation, Information Management and External Communication

### Indicators in relation to Human Resources

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

#### Indicator HR-1a: Percentage of female representation in middle management

**Source of data:** SEC(2015)336 ; targets adopted by the Commission on 15 July 2015

| Baseline 2015 | Target (2019) | Latest known results end 2019 |
|---------------|---------------|-------------------------------|
| 33,3%         | 40%           | 35%                           |

#### Indicator HR-1b: First appointments of female middle managers (SEC(2017)359)

**Source of data:** HR Reporting

| Baseline 1.5.2017 | Target 2019 | Latest known results end 2019 |
|-------------------|-------------|-------------------------------|
| 7                 | +3          | 1 <sup>2</sup>                |

#### Main outputs in 2019:

| Description  | Indicator   | Target   | Latest known results in 2019  |
|--|---|--|---|
| Personal encouragement, targeted training and mentoring of potential future female managers. | Gender distribution of applications by men and women and % of women shortlisted for management positions. | A 20% move towards gender balance for management posts in 2019. Currently 46% of women AD are Deputy HoU or HoS <sup>3</sup> . | <ul style="list-style-type: none"> <li>- Sessions of targeted coaching with external consultant for promising female talents to boost their confidence and their unlock potential.</li> <li>- Informal workshops, animated by female directors to explain and share their experiences on their pathways to becoming heads of units.</li> <li>- Coaching sessions were offered for Deputies, Heads of Sector, and newly appointed Middle Managers upon demand</li> </ul> |

#### Indicator HR-2: Percentage of staff who feel that the Commission cares about their well-being

**Source of data:** Commission staff survey 2018; target set by DG EAC's management

| Baseline 2014                          | Target (2019)                                 | Latest known results in 2019   |
|--|---|--|
| 32,9%<br><br>(Commission average: 35%) | Within the 2% of the Commission average (52%) | 44% - Compared to the 2016 survey DG EAC improved by 9% in the survey of 2018. It is 8 percent below the Commission average. The most concern of staff was related to their work-life balance. |

<sup>2</sup> A selection procedure was terminated in December 2019 for a second appointment which will take place on 16/1/2020.

<sup>3</sup> Currently four sectors are without designated head of sector.

| Main outputs in 2019:  |   |   |   |
|--|---|---|---|
| Description  | Indicator   | Target 2019   | Latest known results end 2019   |
| The target is to improve the health and wellbeing of DG EAC's staff and to consequently improve DG EAC's placement in the staff survey ranking in 2018 in particular on this aspect. While DG EAC is striving to attain all six objectives of DG HR's fit@work Strategy, the focus in 2019 will be in particular on promotion of physical activity, work life balance and on social integration. | % of positive replies to the EU Survey to be launched in March 2019 when all the proposed follow up actions to the Staff Survey 2018 will be implemented. | A 40% positive score on DG's interest in staff's well being | <p>Actions taken in 2019 focused on a continued high-level and varied offer of wellbeing and fitness courses, the organisation of an All Staff EAC Day taking place in February 2020, and the preparation of a New Year's Party for the beginning of 2020. In addition, 2 interactive welcome sessions for newcomers and 2 for trainees were organised in 2019.</p> <p>In 2019, a Health Day was organised to address well-being and work life balance (80% of staff evaluated the event as a positive development). Teleworking arrangement were published on the intranet in order to raise awareness of staff and facilitate a level playing approach for all units.</p> |

| Indicator HR-3: Staff engagement index   |   |  |  |
|--|---|--|--|
| <i>Source of data: Commission staff survey 2016; target set by DG EAC's management</i>   |   |  |  |
| Baseline 2014  | Target (2019)   | Latest known results in 2019   |  |
| 60,1%<br><br>(Commission average: 65,4%)   | Within the 2% of the Commission average (69%)   | 66%<br><br>The staff engagement index went up by 2% compared to the 2016 survey in DG EAC. It comes close to the Commission average of 69%. Especially the aspect that staff feel that their opinion is valued increased significantly by 15%. |  |
| Main outputs in 2019:  |   |  |  |
| Description  | Indicator   | Target   | Latest known results in 2019   |
| The focus was on enhancing active staff participation through the means of a dedicated EAC staff survey working group to propose and implement follow up actions, the organisation of an EAC Day and continued knowledge sharing activities. | Percentage of staff taking actively part in EAC Day to be organised in February 2020 and the EAC staff survey to be launched in March 2020. | More than 90% participation in EAC Day. 50% participation of staff in EAC staff survey.  | Activities: apart from the staff survey and the organisation of EAC Day, the implementation of the new knowledge management strategy as well as the implementation of follow up actions to the Staff Survey 2018 continued in 2019 with conferences, workshops and individual coaching sessions. |

## Indicators in relation to Better Regulation

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

**Management indicator BR-1 (\*):** Percentage of Impact assessments submitted by DG EAC to the Regulatory Scrutiny Board that received a favourable opinion on first submission<sup>4</sup>

**Source of data:** DG EAC

| Baseline 2015   | Target 2020  | Latest known results in 2019 |                      |
|---|--|------------------------------|----------------------|
| 68%: Commission average in 2014   | 100%   | 0% <sup>5</sup>              |                      |
| <b>Main outputs in 2019:</b>  |  |                              |                      |
| Description   | Indicator  | Target                       | Latest known results |
| Reported quarterly to DSC in the Dashboard (2014 baseline – December: 0 out of 0) | Number of impact assessments active in current year, in delay by more than 1 month | Max. 1                       | 0                    |

**Management indicator BR-2(\*):** Percentage of the DG EAC regulatory acquis covered by retrospective evaluation findings or Fitness Checks not older than five years<sup>6</sup>.

**Source of data:** DG EAC

| Baseline 2015  | Target 2020   | Latest known results 2019                                    |   |
|--|---|--|---|
| 80%  | Positive trend compared to interim milestone                                | 100 %  |   |
| <b>Main outputs in 2019:</b>   |   |  |   |
| Description  | Indicator   | Target   | Latest known results (December 2019)            |
| Reported quarterly to DSC in the Dashboard (2014 baseline – December: 5 out of 8)  | Number of evaluations active in current year, in delay by more than 1 month | Max.1  | 2 <sup>7</sup> (out of 3 active evaluations)    |
| Reported quarterly to DSC in the Dashboard (2014 baseline – December: 5 out of 10) | Number of evaluations in follow-up phase, in delay by more than 1 month     | Max. 2   | 1 (out of 10 evaluations in follow-up phase)    |
| Reported regularly to Directors' Board (DB) (2014 baseline – no CWP item planned)  | Timely adoption of the items of the CWP with DG EAC as lead service         | All items to be adopted on time as planned by the Commission | No CWP item planned with DG EAC as lead service |

<sup>4</sup> The opinion of the RSB will take into account the better regulation practices followed for new policy initiatives. Gradual improvement of the percentage of positive opinions on first submission is an indicator of progress made by the DG in applying better regulation practices.

<sup>5</sup> In 2019, DG EAC submitted only one impact assessment to the RSB. It received a negative opinion on first submission and a favourable opinion on resubmission.

<sup>6</sup> Better Regulation principles foresee that regulatory acquis is evaluated at regular intervals. As evaluations help to identify any burdens, implementation problems, and the extent to which objectives have been achieved, the availability of performance feedback is a prerequisite to introduce corrective measures allowing the acquis to stay fit for purpose.

<sup>7</sup> Two evaluations were delayed due to shortages of human resources in the relevant policy unit.

## Indicators in relation to Document Management

This table corresponds to 'Document management' which is part of the AAR, part II, chapter 2.1.10 'Information management aspects'.

The indicator 'Percentage of documents with e-signatory' is the only one not reaching the target rate. It is explained in detail in the above-mentioned section.

| <b>Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.</b> |  |                        |                                  |
|--|--|------------------------|----------------------------------|
| <b>Main outputs in 2019:</b>   |  |                        |                                  |
| <b>Output</b>  | <b>Indicator</b>   | <b>Target for 2019</b> | <b>Latest known results 2019</b> |
| Monthly report to DSC in the Dashboard   | Percentage of documents with e-signatory                             | 85%                    | 92%                              |
| Monthly report sent by the DMO to units  | Percentage of open files manually created shared at Commission level | 10%                    | 11%                              |
| Monthly report to DSC in the Dashboard   | Percentage of open files without use in the last 12 months           | 20%                    | 20%                              |
| Monthly report to DSC in the Dashboard   | Percentage of filing   | 95%                    | 98%                              |

## Indicators in relation to Information management

| <b>Management indicator DM-6 : existence and degree of implementation of a documented strategy to harness knowledge of DG staff</b> |  |   |
|---|--|---|
| <b>Source of data: DG EAC - Director's Board decisions</b>  |  |   |
| <b>Baseline 2015</b>  | <b>Target 2020</b>   | <b>Latest known results (31.12.2019)</b>  |
| No Knowledge Management Strategy  | Implementation of actions to be defined in the Knowledge Management Strategy | <p>Actions taken by DG EAC:</p> <ul style="list-style-type: none"> <li>• Creation of a dedicated community of practice (34 Knowledge Management Correspondents, min 1 'ambassador per unit') – <u>communication via blog post</u> (47posts / 32 in 2019), conferences (2 in 2019) and intranet news</li> <li>• <u>Intranet dedicated section + collaborative information workspaces</u> still running and up to date</li> <li>• Set of intranet templates to start homogeneity on intranet pages available (used in few sections)</li> <li>• New set of workspace and feature templates constantly improved to satisfy users need and install consistency</li> <li>• Finalisation of the thematic approach on the main collaboration environment with the Unit Workspace Optimisation Project (central hub for work links + preparation of new platform) – Dir R &amp; Dir B on board)</li> <li>• Launch of in-house training workshops (<u>Knowledge Management Ateliers</u>) Pilot phase 2019 = 15 sessions   87 participants. January 2020 – new user-friendly enrolment via intranet</li> <li>• All 2019 activities are available in our <u>work programme</u> (published on our intranet)</li> <li>• Last November when the <u>corporate work programme</u> was published, we realised our activities were in line with all the priorities.</li> </ul> |

## Indicators in relation to Communication

This annex is the annex of section 2.2 "Other organisational management dimensions".

| <b>Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision-making and they know about their rights in the EU.</b> |                                |   |
|--|--------------------------------|---|
| <b>Indicator: EC-1 (provided in a ready-to-use form by DG COMM): Percentage of EU citizens having a positive image of the EU</b>   |                                |   |
| <i>Source of data: Standard Eurobarometer (DG COMM budget) monitored by DG COMM</i>  |                                |   |
| <b>Baseline</b><br>December 2018   | <b>Target 2020</b>             | <b>Latest known results</b><br>June 2019    |
| 40% Positive<br>37% Neutral<br>21% Negative  | Positive image of the EU ≥ 50% | 45% Positive<br>37% Neutral<br>17% Negative |



| Main outputs in 2019:   |  |   |   |
|---|--|---|---|
| Description   | Indicator  | Target  | Latest known results  |
| <b>European Youth Week 2019</b><br>Period: second quarter 2019<br>Official opening event + national events  | <ul style="list-style-type: none"> <li>Number of participants in the various events</li> </ul>   | <ul style="list-style-type: none"> <li>Minimum 100 000 persons</li> </ul>   | <ul style="list-style-type: none"> <li>118,267 persons</li> </ul>   |
| <b>30<sup>th</sup> Anniversary of Jean Monnet Actions</b>   | <ul style="list-style-type: none"> <li>Number of activities organised by EU Delegations and beneficiaries of Jean Monnet actions in the framework of the 30th Anniversary of Jean Monnet Actions</li> <li>Number of total participants in these events</li> <li>Number of participants from civil society, policy making bodies and teaching community <sup>8</sup></li> </ul> | <ul style="list-style-type: none"> <li>25<sup>9</sup> events</li> <li>10,000 participants in total</li> </ul>   | <ul style="list-style-type: none"> <li>Achieved: 112 events organised.</li> <li>12,000 participants in total to all event; 530 participants to EAC events comprising 5% civil society, 10% policy makers, 85% academics and students)</li> <li>1,231 active members of facebook group and 96 posts</li> </ul> |
| <b>European Week of Sport 2019</b><br>Campaign period: September 2019: 23 – 30 September<br>EC Official Opening event; Additional high level Flagship event; numerous national events | <ul style="list-style-type: none"> <li>Number of events in participating countries</li> <li>Number of active participants in participating countries</li> <li>Reach of DG EAC's social media messages</li> <li>Number of</li> </ul>  | <ul style="list-style-type: none"> <li>16,000 events taking place in participating countries</li> <li>10 million of active participants</li> <li>5% increase compared to 2018</li> <li>5% increase</li> </ul> | <ul style="list-style-type: none"> <li>28,300 events, in participating countries</li> <li>15,300,900 active participants.</li> <li>17.4 million impressions</li> <li>6.2 million reach</li> <li>589,500 video reach</li> <li>Hashtag mentions 42,700 times by</li> </ul>                                      |

<sup>8</sup> Target setting per category of participant in the MP2019 was not yet possible. Data on participants per category will only be available for the centralised EAC 30<sup>th</sup> Anniversary JM Actions events.

<sup>9</sup> At mid-term, target as set in the MP 2019 of 25 events is proposed to be increased to 80 events

|   |   |  |  |
|---|---|--|--|
| during the week.  | unique visitors to DG EAC websites  | compared to 2018   | 28,538 Twitter users   |
| <b>Erasmus+ and Creative Europe, project promotion</b><br>Period: January-December 2019<br>Project promotion on websites, in policy and programme related stakeholder meetings. | <ul style="list-style-type: none"> <li>• Number of selected good practice examples and project stories communication materials</li> <li>• Number of unique visitors on Project Results Platforms for Erasmus+ and Creative Europe</li> </ul>            | <ul style="list-style-type: none"> <li>• 900 good practise examples and communication materials for 50 project stories</li> <li>• 5% increase compared to 2018</li> </ul>  | <ul style="list-style-type: none"> <li>• 2,887 Erasmus good practice examples</li> <li>• 95% increase in number of unique visitors for Erasmus+; +29% increase in number of unique visitors for Creative Europe</li> </ul> |
| Sept. 2019:<br><b>Science is wonderful! – European Researchers' Night event in Brussels:</b><br>Showcase of MSCA funded projects.   | <ul style="list-style-type: none"> <li>• Number<sup>10</sup> of selected good practice examples and success stories</li> <li>• Number of visitors</li> <li>• Number of researchers and MSCA researchers involved</li> </ul>                             | <ul style="list-style-type: none"> <li>• 4,500 people to attend</li> <li>• 80 MSCA researchers directly involved</li> </ul>  | <ul style="list-style-type: none"> <li>• 3,600 visitors</li> <li>• 90 MSCA researchers directly involved</li> <li>• 30 selected MSCA success stories</li> </ul>  |
| Sept. 2019:<br><b>European Researchers' Night events</b><br>across Europe and beyond  | <ul style="list-style-type: none"> <li>• Number<sup>11</sup> of selected good practice examples and success stories</li> <li>• Number of events</li> <li>• Number of visitors</li> <li>• Number of researchers and MSCA researchers involved</li> </ul> | <ul style="list-style-type: none"> <li>• 340 events around Europe and beyond (in 35 countries)</li> <li>• Over 1 million visitors</li> <li>• Over 500 MSCA fellows actively involved out of a total of 20,000 researchers</li> </ul> | <ul style="list-style-type: none"> <li>• 433 cities around Europe and beyond (in 26 countries)</li> <li>• 1.6 million visitors</li> <li>• 955 MSCA fellows involved out of a total of 35,000 researchers.</li> </ul>       |

<sup>10</sup> Indicator 'number of selected good practice examples and success stories' as included in the MP 2019 adjusted (deleted) for accuracy as number of success stories used for the events corresponds to the number of researchers/fellows involved to measure the success of the events.

<sup>11</sup> Indicator 'number of selected good practice examples and success stories' as included in the MP 2019 adjusted (deleted) for accuracy as number of success stories used for the events corresponds to the number of researchers/fellows involved to measure the success of the events.

### Annual communication spending (based on estimated commitments):

| Baseline 2018: | Target 2019: | Total amount spent | Total of FTEs working on external communication |
|----------------|--------------|--------------------|---|
| €9,310,197     | €17,198,000  | €13,321,564        | 22,65   |

DG EAC's communication and dissemination activities aim at informing citizens about policy developments in the fields of education, training, youth, sport and culture as well as **communicating programmes' opportunities and results** to stakeholders. The activities also promote DG EAC's contribution to implementing **President Juncker's political priorities**, particularly the priority linked to 'Jobs, Growth and Investment' and, more recently, the priority to 'strengthen the European identity through education and culture'.

DG EAC co-organised with DG COMM and DG EMPL the 'Young Citizens' Dialogue – Let's shape the future of Europe together!' in Sibiu, Romania.



©European Union, 2019

The event brought together 301 committed and motivated young people from all over Europe. The participants went to one of the five workshops: one in the morning and to a different one in the afternoon. The discussion represented a symbolic link between the voices of young people from all over Europe and the high-level discussion at the Sibiu summit and discussions with Commissioners Navracsics and Thyssen. Young people also took an active role during the final Citizens' Dialogue in the presence of Commission President Juncker and Romanian President Iohannis, who engaged with the audience in a lively and enthusiastic debate.

DG EAC also continued to support the '**EU and ME**', '**EU Protects**' and '**EU Invest**' corporate communication campaigns run by DG COMM.

### Social Media

DG EAC continued to use social media to reach, interact and engage with stakeholders, beneficiaries and citizens, targeting in particular young people. Through 11 accounts on three different platforms - Facebook, Twitter and Instagram - DG EAC spurred interest in its events, informed about the opportunities offered by its programmes and the impact of its policies. Key activities included coverage of events through live streaming, tweeting, twitter walls and interviews, as well as communication campaigns featuring infographics, videos, animations, etc. DG EAC also sought to actively engage with its audiences through various competitions, promotion of international days and polls.

The total following of DG EAC's social media accounts grew to 1.2 million, an increase by 17.5% in one year. Erasmus+ continued to be the biggest DG-specific Facebook page of the Commission, reaching 587,000 followers. With the opening of the European Youth Instagram account in May 2019, DG EAC established itself on a new channel, highly relevant to its key target group of young people. The account saw a good development, attracting over 10,000 followers during the first 7 months of its existence, as well as becoming a key platform for the social media campaigns on #DiscoverEU and #EUSolidarityCorps.

In 2019, the DG EAC social media team also assisted the Commissioner's Cabinet and Directorate General Office in their external communication, by regularly providing social media content.

### Press

19 press releases were prepared to communicate on main events, initiatives or policy documents, as well as many shorter press announcements for the Daily News and replies to journalists' questions. Resulting press coverage highlights included European Youth Week, the announcement of the first European Universities alliances, the second Education Summit and the Education and Training Monitor, as well as the DiscoverEU application rounds and results.

### Websites

The websites were constantly updated to support the communication activities of DG EAC. The Sport and European Week of Sport websites were significantly improved. All the websites were prepared for Brexit and the work carried out was in line with the corporate guidelines with particular focus on legal obligations such as data protection, copyright and accessibility for publishing digital content.

### Erasmus+ and Creative Europe project promotion

The Erasmus+ and Creative Europe Projects results platforms (VALOR) significantly increased in the number of visitors thanks to new features and functionalities for end-users.

Promoting inspiring 'project stories' continued through communication materials produced and disseminated via Social media and the Erasmus+ website as well as interactive presentations given by project beneficiaries at the Second Education summit, where nine projects showcased their results.

## **DG EAC's main events were:**

### Second Education Summit

The Second European Education Summit took place on 26 September 2019 on the theme of the teachers' profession and the main challenges facing teachers today. 700 participants including 160 teachers, 18 ministers and state secretaries, representatives from a wide range of education and civil society stakeholders gathered in Brussels and more than 14,000 people followed the conference via the Social media and the website. The Summit was the top trend in Belgium, with more than 2,200 tweets using the hashtag. The two Facebook interviews with education ministers have been viewed 5,600 times and helped broaden the event to younger audiences. More than 25 journalists were present and many articles were published in the press, mainly about the release of the Education and Training Monitor.



**Tibor Navracsics**  @TNavracsicsEU · 26 sept.

We need to invest more in [#education](#) & [#teachers](#)! This is critical to build a true [#EuropeanEducationArea](#) & to make sure that education delivers for everyone [#EduSummitEU](#) [#ETMonitor](#) [#FutureOfEurope](#)

### Monnet Actions' 30<sup>th</sup> Anniversary

The 30th anniversary of the Jean Monnet Activities was launched with the slogan 'Jean Monnet Activities: 30 years of Excellence in EU studies' and was celebrated in 2019 in more than 30 countries. Worldwide events dedicated to the celebration were organised. A first presentation of the anniversary took place in Politico's EU Study Fair's dedicated workshop in February 2019 followed by the official launch by DG EAC in March and the

first decentralised event celebrating 20 years of Centres of Excellence in US and Canada (14 March), the Jean Monnet side event of the State of the Union Conference (European University Institute in Florence, 2 May 2019) and the main celebration, hosted by Commissioner Navracsics in Brussels ('Why study the European Union today?', 18 June 2019) with a special tribute to the pioneers of the Action. DG EAC also contributed to the organisation of the 15<sup>th</sup> EU Seminar of the Hellenic Foundation for European & Foreign Policy (ELIAMEP) from 12 to 14 September 2019 in Greece and closed the anniversary with the Biennial Jean Monnet Conference 'EU studies in the digital age' on 19 November 2019. The outreach strategy in the media highly contributed to giving visibility to the Activities' achievements. A dedicated facebook group created by DG EAC reached 1,231 active members and a publication was produced (brochure) and distributed. In the framework of the anniversary, more than 20 interviews were conducted and 4 follow-up videos with selected extracts were produced and are available online.

#### European Researchers' Night (MSCA)

Every year the European Researchers' Night brings research and researchers closer to the public at large. It boosts public recognition of science and research education, shows the impact of research on our citizens' daily life, and stimulates young people to embark on scientific careers. Since the first call for proposals launched in 2006 (under FP6), the European Researchers' Night has become the largest research communication and promotion event in Europe. It is held annually across Europe and beyond on the last Friday of September. In 2019, the European Researchers' Night (27 September) was implemented in over 400 cities and attracted 1.6 million visitors, through 55 projects funded and the involvement of more than 36,000 researchers.

#### Science is Wonderful! (MSCA)

Science is Wonderful! has been organised annually in Brussels since 2015. It is a free exhibition of MSCA projects presenting the world of science to the public and in particular to young people, schools and families. It offers the visitors hands-on experiments, live demonstrations, face-to-face chats with researchers. With a mounting success and a rising number of visitors, it has become a flagship event to make science and research more accessible to citizens and to spark children's curiosity. In 2019, the event took place on 25 and 26 September 2019 in Tour & Taxis, during the European Research and Innovations Days. It displayed 67 EU-funded projects (30 by Marie Skłodowska-Curie Actions fellows and 37 from other H2020 programmes), and attracted more than 3,500 visitors. 43 schools (Belgian, European and International Schools) registered 2,540 pupils and students (between 6 and 17 years old) for the event.

#### European Youth Week

The ninth edition of the European Youth Week took place just before the 2019 European elections and gathered some 120,000 participants at over 1,000 events carried out in 35 countries, which National Agencies and Eurodesks organised together with Commission Representations, youth civil society and other partners. An unprecedented involvement of different Commission services turned the Youth Week into a corporate event, as a token of the growing interest in youth in the political agenda. Among the young people who attended it, 25% came from a disadvantaged background. A clear focus was the relation between youth and democracy, and more generally youth participation in society, including amongst others changing democratic patterns, access to information and media literacy. The Week provided the occasion to promote relevant policies and programmes, such as the new EU Youth Strategy, the European Education Area and the future Erasmus and European Solidarity Corps. It also included the kick-off of the EU Youth Dialogue and the launch of a new EU Youth Strategy Platform both as part of the new EU Youth Strategy, and announced the publication of a youth Eurobarometer survey and the upcoming third round of applications for DiscoverEU.

#### European Week of Sport

Yet again the European Week of Sport which was celebrated from 23 to 30 September

2019 and received immense enthusiasm and participation across the EU and beyond. This flagship initiative included activities across Europe and extended to the Eastern Partnership and Western Balkans countries. A dedicated seminar organised on 28 October 2019, in Kyiv, Ukraine celebrated the idea of bringing these three regions together. This year's campaign is estimated to have reached around 14.6 million participants, in 42 countries and regions in Europe, all following the motto #BeActive.

## **ANNEX 3: Draft annual accounts and financial reports**

### **Annex 3 Financial Reports - DG EAC - Financial Year 2019**

**Table 1 : Commitments**

**Table 2 : Payments**

**Table 3 : Commitments to be settled**

**Table 4 : Balance Sheet**

**Table 5 : Statement of Financial Performance**

**Table 5 Bis: Off Balance Sheet**

**Table 6 : Average Payment Times**

**Table 7 : Income**

**Table 8 : Recovery of undue Payments**

**Table 9 : Ageing Balance of Recovery Orders**

**Table 10 : Waivers of Recovery Orders**

**Table 11 : Negotiated Procedures**

**Table 12 : Summary of Procedures**

**Table 13 : Building Contracts**

**Table 14 : Contracts declared Secret**

**Table 15 : FPA duration exceeds 4 years**

## Additional comments

*The total amount in current receivables is €1.526.432,18 as disclosed in table 4 'Balance Sheet'. However, it appears that the open balance as of 31/12/2019 in tables 7 'Income' and 9 'Ageing balance of Recovery Orders' provided by BusinessObjects platform is €1.475.393,46. This difference relates to 3 old recovery orders issued before 2005 which are not included in BO for DG EAC organisation.*



| <b>TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2019 (in Mio €) for DG EAC</b> |       |   |                                      |                    |                 |
|--|-------|---|--------------------------------------|--------------------|-----------------|
|  |       |   | Commitment appropriations authorised | Commitments made   | %               |
|  |       |   | 1                                    | 2                  | 3=2/1           |
| <b>Title 04 Employment, social affairs and inclusion</b>                           |       |   |                                      |                    |                 |
| 04   | 04 02 | European Social Fund (ESF)  | 0                                    | 0                  | 0,00 %          |
| <b>Total Title 04</b>  |       |   | <b>0</b>                             | <b>0</b>           | <b>0,00 %</b>   |
| <b>Title 05 Agriculture and rural development</b>                                  |       |   |                                      |                    |                 |
| 05   | 05 04 | Rural development   | 0                                    | 0                  | 0,00 %          |
| <b>Total Title 05</b>  |       |   | <b>0</b>                             | <b>0</b>           | <b>0,00 %</b>   |
| <b>Title 07 Environment</b>  |       |   |                                      |                    |                 |
| 07   | 07 02 | Environmental policy at Union and international level                                     | 1,0014                               | 1,0014             | 100,00 %        |
| <b>Total Title 07</b>  |       |   | <b>1,0014</b>                        | <b>1,0014</b>      | <b>100,00 %</b> |
| <b>Title 09 Communications networks, content and technology</b>                    |       |   |                                      |                    |                 |
| 09   | 09 04 | Horizon 2020  | 5                                    | 5                  | 100,00 %        |
| <b>Total Title 09</b>  |       |   | <b>5</b>                             | <b>5</b>           | <b>100,00 %</b> |
| <b>Title 15 Education and culture</b>  |       |   |                                      |                    |                 |
| 15   | 15 01 | Administrative expenditure of the 'Education and culture' policy area                     | 78,44493461                          | 73,21882833        | 93,34 %         |
|  | 15 02 | Erasmus+ programme  | 2723,191781                          | 2514,296249        | 92,33 %         |
|  | 15 03 | Horizon 2020  | 435,0876854                          | 496,8560183        | 114,20 %        |
|  | 15 04 | Creative Europe Programme   | 19,76763957                          | 20,67969608        | 104,61 %        |
|  | 15 05 | European Solidarity Corps   | 137,0241847                          | 133,8138855        | 97,66 %         |
| <b>Total Title 15</b>  |       |   | <b>3393,516225</b>                   | <b>3238,864677</b> | <b>95,44 %</b>  |
| <b>Title 16 Communication</b>  |       |   |                                      |                    |                 |
| 16   | 16 01 | Administrative expenditure of the 'Communication' policy area                             |                                      | 0                  |                 |
| <b>Total Title 16</b>  |       |   |                                      | <b>0</b>           |                 |
| <b>Title 18 Migration and home affairs</b>   |       |   |                                      |                    |                 |
| 18   | 18 01 | Administrative expenditure of the 'Migration and home affairs' policy area                | 0,06162186                           | 0,06162186         | 100,00 %        |
|  | 18 03 | Asylum and migration  | 1                                    | 1                  | 100,00 %        |
| <b>Total Title 18</b>  |       |   | <b>1,06162186</b>                    | <b>1,06162186</b>  | <b>100,00 %</b> |
| <b>Title 19 Foreign policy instruments</b>   |       |   |                                      |                    |                 |
| 19   | 19 05 | Cooperation with third countries under the Partnership Instrument (PI)                    | 13,16681277                          | 13,16681277        | 100,00 %        |
| <b>Total Title 19</b>  |       |   | <b>13,16681277</b>                   | <b>13,16681277</b> | <b>100,00 %</b> |
| <b>Title 21 International cooperation and development</b>                          |       |   |                                      |                    |                 |
| 21   | 21 01 | Administrative expenditure of the 'International cooperation and development' policy area | 2,633569                             | 2,626703           | 99,74 %         |

|                       |       |  |                    |                    |                 |
|-----------------------|-------|--|--------------------|--------------------|-----------------|
|                       | 21 02 | Development Cooperation Instrument (DCI) | 36,38031358        | 41,06474545        | 112,88 %        |
| <b>Total Title 21</b> |       |  | <b>39,01388258</b> | <b>43,69144845</b> | <b>111,99 %</b> |

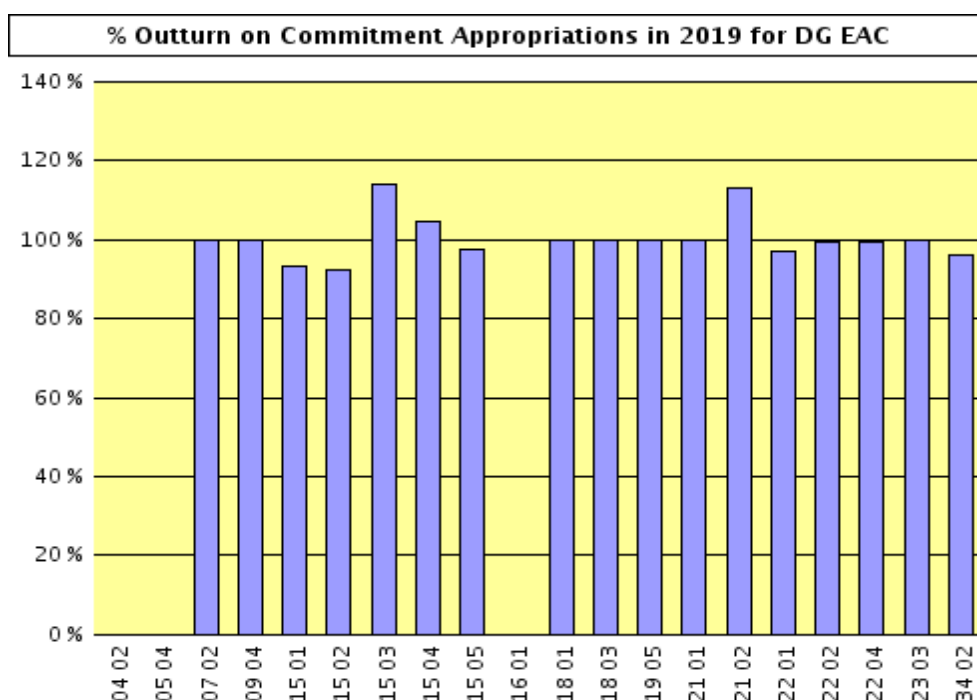
| <b>Title 22 Neighbourhood and enlargement negotiations</b> |       |  |                    |                    |                |
|--|-------|--|--------------------|--------------------|----------------|
| 22   | 22 01 | Administrative expenditure of the 'Neighbourhood and enlargement negotiations' policy area | 2,857662           | 2,774196           | 97,08 %        |
|  | 22 02 | Enlargement process and strategy   | 33,69302954        | 33,57563026        | 99,65 %        |
|  | 22 04 | European Neighbourhood Instrument (ENI)  | 65,56336665        | 65,04279866        | 99,21 %        |
| <b>Total Title 22</b>                                      |       |  | <b>102,1140582</b> | <b>101,3926249</b> | <b>99,29 %</b> |

| <b>Title 23 Humanitarian aid and civil protection</b> |       |                                      |               |               |                 |
|---|-------|--------------------------------------|---------------|---------------|-----------------|
| 23  | 23 03 | The Union Civil Protection Mechanism | 2,0028        | 2,0028        | 100,00 %        |
| <b>Total Title 23</b>                                 |       |                                      | <b>2,0028</b> | <b>2,0028</b> | <b>100,00 %</b> |

| <b>Title 34 Climate action</b> |       |   |               |               |                |
|--------------------------------|-------|---|---------------|---------------|----------------|
| 34                             | 34 02 | Climate action at Union and international level | 0,5207        | 0,5007        | 96,16 %        |
| <b>Total Title 34</b>          |       |   | <b>0,5207</b> | <b>0,5007</b> | <b>96,16 %</b> |

|                     |  |  |                    |                    |                |
|---------------------|--|--|--------------------|--------------------|----------------|
| <b>Total DG EAC</b> |  |  | <b>3557,397501</b> | <b>3406,682085</b> | <b>95,76 %</b> |
|---------------------|--|--|--------------------|--------------------|----------------|

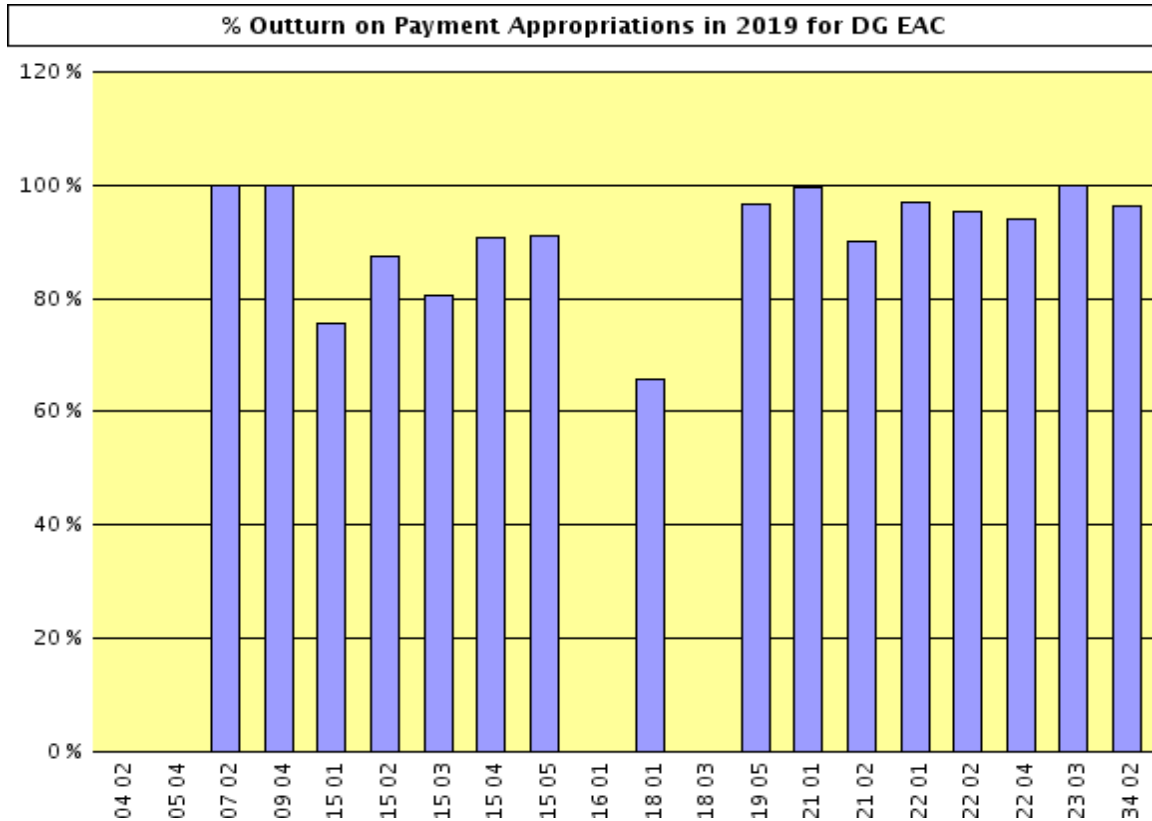
\* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period.



| <b>TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS in 2019 (in Mio €) for DG EAC</b> |       |  |                                     |                    |                |
|---|-------|--|-------------------------------------|--------------------|----------------|
|   |       |  | Payment appropriations authorised * | Payments made      | %              |
|   |       |  | 1                                   | 2                  | 3=2/1          |
| <b>Title 04 Employment, social affairs and inclusion</b>                        |       |  |                                     |                    |                |
| 04  | 04 02 | European Social Fund (ESF)   | 0                                   | 0                  | 0,00%          |
| <b>Total Title 04</b>   |       |  | <b>0</b>                            | <b>0</b>           | <b>0,00%</b>   |
| <b>Title 05 Agriculture and rural development</b>                               |       |  |                                     |                    |                |
| 05  | 05 04 | Rural development  | 0                                   | 0                  | 0,00%          |
| <b>Total Title 05</b>   |       |  | <b>0</b>                            | <b>0</b>           | <b>0,00%</b>   |
| <b>Title 07 Environment</b>   |       |  |                                     |                    |                |
| 07  | 07 02 | Environmental policy at Union and international level                                      | 1,00361445                          | 1,00361445         | 100,00 %       |
| <b>Total Title 07</b>   |       |  | <b>1,00361445</b>                   | <b>1,00361445</b>  | <b>100,00%</b> |
| <b>Title 09 Communications networks, content and technology</b>                 |       |  |                                     |                    |                |
| 09  | 09 04 | Horizon 2020   | 5                                   | 5                  | 100,00 %       |
| <b>Total Title 09</b>   |       |  | <b>5</b>                            | <b>5</b>           | <b>100,00%</b> |
| <b>Title 15 Education and culture</b>   |       |  |                                     |                    |                |
| 15  | 15 01 | Administrative expenditure of the 'Education and culture' policy area                      | 94,62191197                         | 71,41905152        | 75,48 %        |
|   | 15 02 | Erasmus+ programme   | 2788,049639                         | 2438,615317        | 87,47 %        |
|   | 15 03 | Horizon 2020   | 520,590731                          | 419,3279498        | 80,55 %        |
|   | 15 04 | Creative Europe Programme  | 13,3774144                          | 12,12114523        | 90,61 %        |
|   | 15 05 | European Solidarity Corps  | 112,7780309                         | 102,5399047        | 90,92 %        |
| <b>Total Title 15</b>   |       |  | <b>3529,417728</b>                  | <b>3044,023368</b> | <b>86,25%</b>  |
| <b>Title 16 Communication</b>   |       |  |                                     |                    |                |
| 16  | 16 01 | Administrative expenditure of the 'Communication' policy area                              |                                     | 0,06               |                |
| <b>Total Title 16</b>   |       |  |                                     | <b>0,06</b>        |                |
| <b>Title 18 Migration and home affairs</b>                                      |       |  |                                     |                    |                |
| 18  | 18 01 | Administrative expenditure of the 'Migration and home affairs' policy area                 | 0,06162186                          | 0,04054064         | 65,79 %        |
|   | 18 03 | Asylum and migration   | 0                                   | 0                  | 0,00%          |
| <b>Total Title 18</b>   |       |  | <b>0,06162186</b>                   | <b>0,04054064</b>  | <b>65,79%</b>  |
| <b>Title 19 Foreign policy instruments</b>                                      |       |  |                                     |                    |                |
| 19  | 19 05 | Cooperation with third countries under the Partnership Instrument (PI)                     | 16,39232851                         | 15,86119574        | 96,76 %        |
| <b>Total Title 19</b>   |       |  | <b>16,39232851</b>                  | <b>15,86119574</b> | <b>96,76%</b>  |
| <b>Title 21 International cooperation and development</b>                       |       |  |                                     |                    |                |
| 21  | 21 01 | Administrative expenditure of the 'International cooperation and development' policy area  | 2,717569                            | 2,710703           | 99,75 %        |
|   | 21 02 | Development Cooperation Instrument (DCI)   | 53,12703548                         | 47,84125779        | 90,05 %        |
| <b>Total Title 21</b>   |       |  | <b>55,84460448</b>                  | <b>50,55196079</b> | <b>90,52%</b>  |
| <b>Title 22 Neighbourhood and enlargement negotiations</b>                      |       |  |                                     |                    |                |
| 22  | 22 01 | Administrative expenditure of the 'Neighbourhood and enlargement negotiations' policy area | 2,905162                            | 2,821696           | 97,13 %        |
|   | 22 02 | Enlargement process and strategy   | 33,89285125                         | 32,30143632        | 95,30 %        |
|   | 22 04 | European Neighbourhood Instrument (ENI)  | 72,39983982                         | 67,996353          | 93,92 %        |
| <b>Total Title 22</b>   |       |  | <b>109,1978531</b>                  | <b>103,1194853</b> | <b>94,43%</b>  |
| <b>Title 23 Humanitarian aid and civil protection</b>                           |       |  |                                     |                    |                |
| 23  | 23 03 | The Union Civil Protection Mechanism   | 2,0028                              | 2,0028             | 100,00 %       |

|                                |       |   |                    |                    |                |
|--------------------------------|-------|---|--------------------|--------------------|----------------|
| <b>Total Title 23</b>          |       |   | <b>2,0028</b>      | <b>2,0028</b>      | <b>100,00%</b> |
| <b>Title 34 Climate action</b> |       |   |                    |                    |                |
| 34                             | 34 02 | Climate action at Union and international level | 0,52291445         | 0,50291445         | 96,18 %        |
| <b>Total Title 34</b>          |       |   | <b>0,52291445</b>  | <b>0,50291445</b>  | <b>96,18%</b>  |
| <b>Total DG EAC</b>            |       |   | <b>3719,443464</b> | <b>3222,165879</b> | <b>86,63 %</b> |

\* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).



| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG EAC |       |                            |                           |          |             |                 |   |  |  |
|--|-------|----------------------------|---------------------------|----------|-------------|-----------------|---|--|--|
| Chapter  |       |                            | Commitments to be settled |          |             |                 | Commitments to be settled from financial years previous to 2018 | Total of commitments to be settled at end of financial year 2019 | Total of commitments to be settled at end of financial year 2018 |
|  |       |                            | Commitments               | Payments | RAL         | % to be settled |   |  |  |
|  |       |                            | 1                         | 2        | 3=1-2       | 4=1-2/1         | 5   | 6=3+5  | 7  |
| 04   | 04 02 | European Social Fund (ESF) | 0,00                      |          | 0,00        | 0,00%           | 2,78  | 2,78   | 2,78   |
| <b>Total Title 04</b>  |       |                            | <b>0,00</b>               |          | <b>0,00</b> | <b>0,00%</b>    | <b>2,78</b>   | <b>2,78</b>  | <b>2,78</b>  |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG EAC |       |                   |                           |          |             |                 |   |  |  |
|--|-------|-------------------|---------------------------|----------|-------------|-----------------|---|--|--|
| Chapter  |       |                   | Commitments to be settled |          |             |                 | Commitments to be settled from financial years previous to 2018 | Total of commitments to be settled at end of financial year 2019 | Total of commitments to be settled at end of financial year 2018 |
|  |       |                   | Commitments               | Payments | RAL         | % to be settled |   |  |  |
|  |       |                   | 1                         | 2        | 3=1-2       | 4=1-2/1         | 5   | 6=3+5  | 7  |
| 05   | 05 04 | Rural development | 0,00                      |          | 0,00        | 0,00%           | 0,45  | 0,45   | 0,45   |
| <b>Total Title 05</b>  |       |                   | <b>0,00</b>               |          | <b>0,00</b> | <b>0,00%</b>    | <b>0,45</b>   | <b>0,45</b>  | <b>0,45</b>  |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG EAC |       |   |                           |             |             |                 |   |  |  |
|--|-------|---|---------------------------|-------------|-------------|-----------------|---|--|--|
| Chapter  |       |   | Commitments to be settled |             |             |                 | Commitments to be settled from financial years previous to 2018 | Total of commitments to be settled at end of financial year 2019 | Total of commitments to be settled at end of financial year 2018 |
|  |       |   | Commitments               | Payments    | RAL         | % to be settled |   |  |  |
|  |       |   | 1                         | 2           | 3=1-2       | 4=1-2/1         | 5   | 6=3+5  | 7  |
| 07   | 07 02 | Environmental policy at Union and international level | 1,00                      | 1,00        | 0,00        | 0,00%           | 0,25  | 0,25   | 0,25   |
| <b>Total Title 07</b>  |       |   | <b>1,00</b>               | <b>1,00</b> | <b>0,00</b> | <b>0,00%</b>    | <b>0,25</b>   | <b>0,25</b>  | <b>0,25</b>  |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG EAC |       |              |                           |             |             |                 |   |  |  |
|--|-------|--------------|---------------------------|-------------|-------------|-----------------|---|--|--|
| Chapter  |       |              | Commitments to be settled |             |             |                 | Commitments to be settled from financial years previous to 2018 | Total of commitments to be settled at end of financial year 2019 | Total of commitments to be settled at end of financial year 2018 |
|  |       |              | Commitments               | Payments    | RAL         | % to be settled |   |  |  |
|  |       |              | 1                         | 2           | 3=1-2       | 4=1-2/1         | 5   | 6=3+5  | 7  |
| 09   | 09 04 | Horizon 2020 | 5,00                      | 4,90        | 0,10        | 2,00%           | 0,00  | 0,10   | 0,10   |
| <b>Total Title 09</b>  |       |              | <b>5,00</b>               | <b>4,90</b> | <b>0,10</b> | <b>2,00%</b>    | <b>0,00</b>   | <b>0,10</b>  | <b>0,10</b>  |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG EAC |       |   |                           |                 |               |                 |   |  |  |
|--|-------|---|---------------------------|-----------------|---------------|-----------------|---|--|--|
| Chapter  |       |   | Commitments to be settled |                 |               |                 | Commitments to be settled from financial years previous to 2018 | Total of commitments to be settled at end of financial year 2019 | Total of commitments to be settled at end of financial year 2018 |
|  |       |   | Commitments               | Payments        | RAL           | % to be settled |   |  |  |
|  |       |   | 1                         | 2               | 3=1-2         | 4=1-2/1         | 5   | 6=3+5  | 7  |
| 15   | 15 01 | Administrative expenditure of the 'Education and culture' policy area | 73,22                     | 58,01           | 15,20         | 20,77%          | 0,08  | 15,29  | 14,05  |
|  | 15 02 | Erasmus+ programme  | 2.514,30                  | 2.209,93        | 304,37        | 12,11%          | 112,19  | 416,56   | 390,22   |
|  | 15 03 | Horizon 2020  | 496,86                    | 350,65          | 146,21        | 29,43%          | 203,58  | 349,79   | 272,29   |
|  | 15 04 | Creative Europe Programme   | 20,68                     | 5,87            | 14,81         | 71,63%          | 7,39  | 22,21  | 14,55  |
|  | 15 05 | European Solidarity Corps   | 133,81                    | 100,11          | 33,71         | 25,19%          | 8,92  | 42,63  | 11,36  |
| <b>Total Title 15</b>  |       |   | <b>3.238,86</b>           | <b>2.724,56</b> | <b>514,30</b> | <b>15,88%</b>   | <b>332,17</b>   | <b>846,47</b>  | <b>702,47</b>  |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG EAC |       |   |                           |             |             |                 |   |  |  |
|--|-------|---|---------------------------|-------------|-------------|-----------------|---|--|--|
| Chapter  |       |   | Commitments to be settled |             |             |                 | Commitments to be settled from financial years previous to 2018 | Total of commitments to be settled at end of financial year 2019 | Total of commitments to be settled at end of financial year 2018 |
|  |       |   | Commitments               | Payments    | RAL         | % to be settled |   |  |  |
|  |       |   | 1                         | 2           | 3=1-2       | 4=1-2/1         | 5   | 6=3+5  | 7  |
| 16   | 16 01 | Administrative expenditure of the 'Communication' policy area | 0,00                      | 0,00        | 0,00        | 0,00%           | 0,00  | 0,00   | 0,06   |
| <b>Total Title 16</b>  |       |   | <b>0,00</b>               | <b>0,00</b> | <b>0,00</b> | <b>0,00%</b>    | <b>0,00</b>   | <b>0,00</b>  | <b>0,06</b>  |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG EAC |       |  |                           |             |             |                 |   |  |  |
|--|-------|--|---------------------------|-------------|-------------|-----------------|---|--|--|
| Chapter  |       |  | Commitments to be settled |             |             |                 | Commitments to be settled from financial years previous to 2018 | Total of commitments to be settled at end of financial year 2019 | Total of commitments to be settled at end of financial year 2018 |
|  |       |  | Commitments               | Payments    | RAL         | % to be settled |   |  |  |
|  |       |  | 1                         | 2           | 3=1-2       | 4=1-2/1         | 5   | 6=3+5  | 7  |
| 18   | 18 01 | Administrative expenditure of the 'Migration and home affairs' policy area | 0,06                      | 0,04        | 0,02        | 34,21%          | 0,00  | 0,02   | 0,00   |
|  | 18 03 | Asylum and migration   | 1,00                      |             | 1,00        | 100,00%         | 0,25  | 1,25   | 0,25   |
| <b>Total Title 18</b>  |       |  | <b>1,06</b>               | <b>0,04</b> | <b>1,02</b> | <b>96,18%</b>   | <b>0,25</b>   | <b>1,27</b>  | <b>0,25</b>  |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG EAC |       |  |                           |              |             |                 |   |  |  |
|--|-------|--|---------------------------|--------------|-------------|-----------------|---|--|--|
| Chapter  |       |  | Commitments to be settled |              |             |                 | Commitments to be settled from financial years previous to 2018 | Total of commitments to be settled at end of financial year 2019 | Total of commitments to be settled at end of financial year 2018 |
|  |       |  | Commitments               | Payments     | RAL         | % to be settled |   |  |  |
|  |       |  | 1                         | 2            | 3=1-2       | 4=1-2/1         | 5   | 6=3+5  | 7  |
| 19   | 19 05 | Cooperation with third countries under the Partnership Instrument (PI) | 13,17                     | 11,69        | 1,48        | 11,20%          | 0,54  | 2,01   | 4,77   |
| <b>Total Title 19</b>  |       |  | <b>13,17</b>              | <b>11,69</b> | <b>1,48</b> | <b>11,20%</b>   | <b>0,54</b>   | <b>2,01</b>  | <b>4,77</b>  |

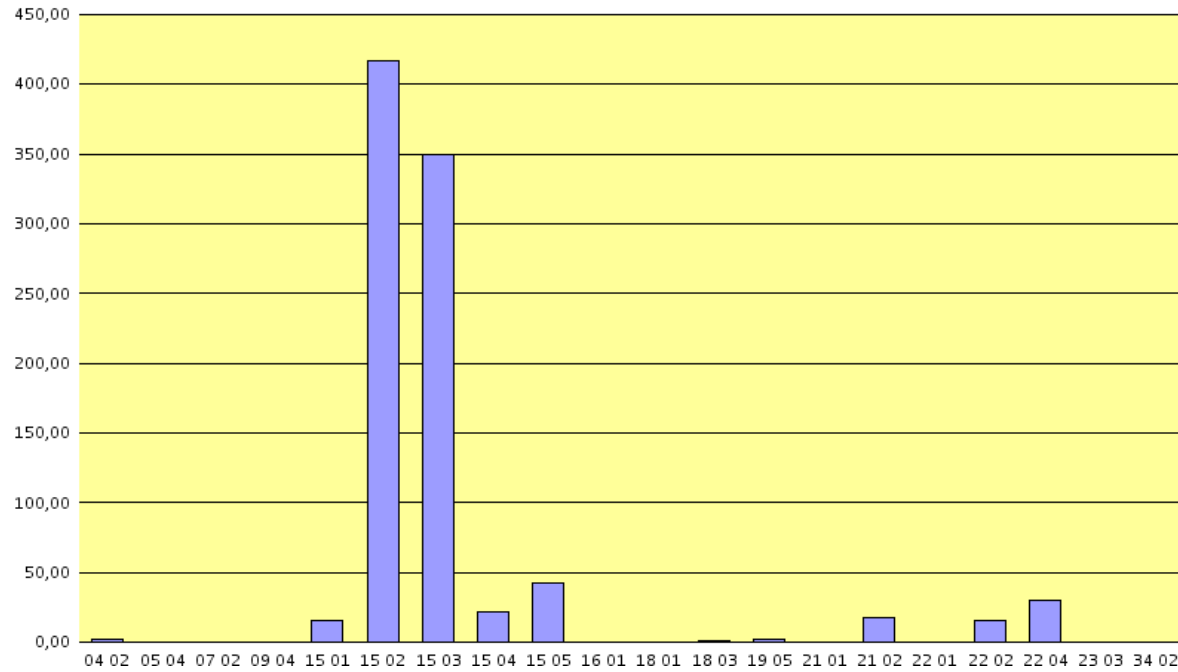
| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG EAC |       |   |                           |              |             |                 |   |  |  |
|--|-------|---|---------------------------|--------------|-------------|-----------------|---|--|--|
| Chapter  |       |   | Commitments to be settled |              |             |                 | Commitments to be settled from financial years previous to 2018 | Total of commitments to be settled at end of financial year 2019 | Total of commitments to be settled at end of financial year 2018 |
|  |       |   | Commitments               | Payments     | RAL         | % to be settled |   |  |  |
|  |       |   | 1                         | 2            | 3=1-2       | 4=1-2/1         | 5   | 6=3+5  | 7  |
| 21   | 21 01 | Administrative expenditure of the 'International cooperation and development' policy area | 2,63                      | 2,63         | 0,00        | 0,00%           | 0,00  | 0,00   | 0,08   |
|  | 21 02 | Development Cooperation Instrument (DCI)  | 41,06                     | 36,85        | 4,21        | 10,26%          | 13,69   | 17,90  | 29,68  |
| <b>Total Title 21</b>  |       |   | <b>43,69</b>              | <b>39,48</b> | <b>4,21</b> | <b>9,64%</b>    | <b>13,69</b>  | <b>17,90</b>   | <b>29,77</b>   |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG EAC |       |  |                           |              |              |                 |   |  |  |
|--|-------|--|---------------------------|--------------|--------------|-----------------|---|--|--|
| Chapter  |       |  | Commitments to be settled |              |              |                 | Commitments to be settled from financial years previous to 2018 | Total of commitments to be settled at end of financial year 2019 | Total of commitments to be settled at end of financial year 2018 |
|  |       |  | Commitments               | Payments     | RAL          | % to be settled |   |  |  |
|  |       |  | 1                         | 2            | 3=1-2        | 4=1-2/1         | 5   | 6=3+5  | 7  |
| 22   | 22 01 | Administrative expenditure of the 'Neighbourhood and enlargement negotiations' policy area | 2,77                      | 2,77         | 0,00         | 0,00%           | 0,00  | 0,00   | 0,05   |
|  | 22 02 | Enlargement process and strategy   | 33,58                     | 20,98        | 12,59        | 37,51%          | 3,17  | 15,76  | 14,55  |
|  | 22 04 | European Neighbourhood Instrument (ENI)  | 65,04                     | 39,65        | 25,40        | 39,04%          | 4,28  | 29,68  | 32,65  |
| <b>Total Title 22</b>  |       |  | <b>101,39</b>             | <b>63,40</b> | <b>37,99</b> | <b>37,47%</b>   | <b>7,45</b>   | <b>45,44</b>   | <b>47,25</b>   |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG EAC |       |                                      |                           |             |             |                 |   |  |  |
|--|-------|--------------------------------------|---------------------------|-------------|-------------|-----------------|---|--|--|
| Chapter  |       |                                      | Commitments to be settled |             |             |                 | Commitments to be settled from financial years previous to 2018 | Total of commitments to be settled at end of financial year 2019 | Total of commitments to be settled at end of financial year 2018 |
|  |       |                                      | Commitments               | Payments    | RAL         | % to be settled |   |  |  |
|  |       |                                      | 1                         | 2           | 3=1-2       | 4=1-2/1         | 5   | 6=3+5  | 7  |
| 23   | 23 03 | The Union Civil Protection Mechanism | 2,00                      | 2,00        | 0,00        | 0,00%           | 0,50  | 0,50   | 0,50   |
| <b>Total Title 23</b>  |       |                                      | <b>2,00</b>               | <b>2,00</b> | <b>0,00</b> | <b>0,00%</b>    | <b>0,50</b>   | <b>0,50</b>  | <b>0,50</b>  |

| TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2019 (in Mio €) for DG EAC |       |   |                           |                |                    |                 |   |  |  |
|--|-------|---|---------------------------|----------------|--------------------|-----------------|---|--|--|
| Chapter  |       |   | Commitments to be settled |                |                    |                 | Commitments to be settled from financial years previous to 2018 | Total of commitments to be settled at end of financial year 2019 | Total of commitments to be settled at end of financial year 2018 |
|  |       |   | Commitments               | Payments       | RAL                | % to be settled |   |  |  |
|  |       |   | 1                         | 2              | 3=1-2              | 4=1-2/1         | 5   | 6=3+5  | 7  |
| 34   | 34 02 | Climate action at Union and international level | 0,50                      | 0,50           | 0,00               | 0,00%           | 0,13  | 0,13   | 0,13   |
| <b>Total Title 34</b>  |       |   | <b>0,50</b>               | <b>0,50</b>    | <b>0,00</b>        | <b>0,00%</b>    | <b>0,13</b>   | <b>0,13</b>  | <b>0,13</b>  |
| <b>Total for DG EAC</b>  |       |   | <b>3406,682085</b>        | <b>2847,58</b> | <b>559,1009986</b> | <b>16,41 %</b>  | <b>358,1948428</b>  | <b>917,2958414</b>   | <b>788,776966</b>  |

Breakdown of Commitments Remaining to be Settled (in Mio EUR) at 31/12/2019 for DG EAC





**TABLE 4 : BALANCE SHEET for DG EAC**

| <b>BALANCE SHEET</b>                           | <b>2019</b>             | <b>2018</b>             |
|--|-------------------------|-------------------------|
| <b>A.I. NON CURRENT ASSETS</b>                 | <b>1.368.719.830,00</b> | <b>937.341.622,42</b>   |
| A.I.1. Intangible Assets                       | 4.232.098,52            | 2.584.674,18            |
| A.I.5. Non-Current Pre-Financing               | 1.364.487.731,48        | 934.756.948,24          |
| <b>A.II. CURRENT ASSETS</b>                    | <b>1.922.948.144,63</b> | <b>1.619.616.995,14</b> |
| A.II.2. Current Pre-Financing                  | 1.907.280.871,45        | 1.605.413.725,63        |
| A.II.3. Curr Exch Receiv & Non-Ex Recoverables | 1.526.432,18            | 289.254,51              |
| A.II.6. Cash and Cash Equivalents              | 14.140.841,00           | 13.914.015,00           |
| <b>ASSETS</b>                                  | <b>3.291.667.974,63</b> | <b>2.556.958.617,56</b> |
| <b>P.I. NON CURRENT LIABILITIES</b>            | <b>-663.533,03</b>      | <b>-617.881,00</b>      |
| P.I.2. Non-Current Provisions                  | -663.533,03             | -617.881,00             |
| <b>P.II. CURRENT LIABILITIES</b>               | <b>-18.247.083,39</b>   | <b>-14.937.630,08</b>   |
| P.II.2. Current Provisions                     | -261.887,81             | -123.123,00             |
| P.II.4. Current Payables                       | -3.069.765,64           | -1.183.431,72           |
| P.II.5. Current Accrued Charges & Defrd Income | -14.915.429,94          | -13.631.075,36          |
| <b>LIABILITIES</b>                             | <b>-18.910.616,42</b>   | <b>-15.555.511,08</b>   |
|  |                         |                         |
| <b>NET ASSETS (ASSETS less LIABILITIES)</b>    | <b>3.272.757.358,21</b> | <b>2.541.403.106,48</b> |
|  |                         |                         |
| P.III.2. Accumulated Surplus/Deficit           | 9.668.896.307,71        | 6.866.848.056,42        |
|  |                         |                         |
| Non-allocated central (surplus)/deficit*       | -12.941.653.665,92      | -9.408.251.162,90       |
|  |                         |                         |
| <b>TOTAL DG EAC</b>                            | <b>0,00</b>             | <b>0,00</b>             |

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

**TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE for DG EAC**

| <b>STATEMENT OF FINANCIAL PERFORMANCE</b>    | <b>2019</b>             | <b>2018</b>             |
|--|-------------------------|-------------------------|
| II.1 REVENUES                                | -163.571.865,14         | -145.989.022,86         |
| II.1.1. NON-EXCHANGE REVENUES                | -162.780.684,51         | -145.659.049,06         |
| II.1.1.5. RECOVERY OF EXPENSES               | -2.007.684,51           | -1.344.048,06           |
| II.1.1.6. OTHER NON-EXCHANGE REVENUES        | -160.773.000,00         | -144.315.001,00         |
| II.1.2. EXCHANGE REVENUES                    | -791.180,63             | -329.973,80             |
| II.1.2.1. FINANCIAL INCOME                   | -670.419,75             | -580.587,59             |
| II.1.2.2. OTHER EXCHANGE REVENUE             | -120.760,88             | 250.613,79              |
| II.2. EXPENSES                               | 2.418.536.003,06        | 2.948.037.274,15        |
| II.2. EXPENSES                               | 2.418.536.003,06        | 2.948.037.274,15        |
| II.2.10. OTHER EXPENSES                      | 75.488.609,10           | 70.807.890,90           |
| II.2.2. EXP IMPL BY COMMISS&EX.AGENC. (DM)   | 47.617.282,59           | 45.032.415,66           |
| II.2.3. EXP IMPL BY OTH EU AGENC&BODIES (IM) | 414.692.788,89          | 340.807.577,54          |
| II.2.5. EXP IMPL BY OTHER ENTITIES (IM)      | 1.880.796.512,31        | 2.491.559.922,12        |
| II.2.6. STAFF AND PENSION COSTS              | -62.113,10              | -173.589,00             |
| II.2.8. FINANCE COSTS                        | 2.923,27                | 3.056,93                |
| <b>STATEMENT OF FINANCIAL PERFORMANCE</b>    | <b>2.254.964.137,92</b> | <b>2.802.048.251,29</b> |

1. In total the net asset position of DG EAC increased by €731 million (+29% in 2019 compared to 2018). This is due to the increase pre-financing payments to National Agencies.
2. The liabilities amounts remain stable.
3. Revenues have increased due to the higher contribution received by accession countries, mostly Turkey.
4. Even if expenses for IT (capitalization of project ESC & Youth portal Project Charter), and expenses related to the Traditional Agency EIT have increased, the global amount of expenses has decreased. This is due mainly to the change in methodology for cut-off calculation done in 2018, for which the reversal was done in 2019.

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear. Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

**TABLE 5bis : OFF BALANCE SHEET for DG EAC**

| <b>OFF BALANCE</b>                         | <b>2019</b>     | <b>2018</b>     |
|--|-----------------|-----------------|
| OB.1. Contingent Assets                    | 0,00            | 0,00            |
| GR for pre-financing                       | 0,00            | 0,00            |
| OB.3. Other Significant Disclosures        | -899.520.793,89 | -753.300.939,97 |
| OB.3.2. Comm against app. not yet consumed | -899.520.793,89 | -753.300.939,97 |
| OB.4. Balancing Accounts                   | 899.520.793,89  | 753.300.939,97  |
| OB.4. Balancing Accounts                   | 899.520.793,89  | 753.300.939,97  |
| <b>OFF BALANCE</b>                         | <b>0,00</b>     | <b>0,00</b>     |

It should be noted that the balance sheet and statement of financial performance presented in Annex 3 to this Annual Activity Report, represent only the assets, liabilities, expenses and revenues that are under the control of this Directorate General. Significant amounts such as own resource revenues and cash held in Commission bank accounts are not included in this Directorate General's accounts since they are managed centrally by DG Budget, on whose balance sheet and statement of financial performance they appear.

Furthermore, since the accumulated result of the Commission is not split amongst the various Directorates General, it can be seen that the balance sheet presented here is not in equilibrium.

Additionally, the figures included in tables 4 and 5 are provisional since they are, at this date, still subject to audit by the Court of Auditors. It is thus possible that amounts included in these tables may have to be adjusted following this audit.

**TABLE 6: AVERAGE PAYMENT TIMES in 2019 for EAC**

| Legal Times                 |                          |                                   |            |                              |                      |            |                              |
|-----------------------------|--------------------------|-----------------------------------|------------|------------------------------|----------------------|------------|------------------------------|
| Maximum Payment Time (Days) | Total Number of Payments | Nbr of Payments within Time Limit | Percentage | Average Payment Times (Days) | Nbr of Late Payments | Percentage | Average Payment Times (Days) |
| 30                          | 10618                    | 10543                             | 99,29 %    | 8,999336052                  | 75                   | 0,71 %     | 39,08                        |
| 45                          | 3                        | 3                                 | 100,00 %   | 16,66666667                  |                      |            |                              |
| 60                          | 439                      | 426                               | 97,04 %    | 25,81455399                  | 13                   | 2,96 %     | 72,30769231                  |
| 90                          | 25                       | 24                                | 96,00 %    | 32,79166667                  | 1                    | 4,00 %     | 94                           |

|                            |             |       |         |             |    |        |             |
|----------------------------|-------------|-------|---------|-------------|----|--------|-------------|
| Total Number of Payments   | 11085       | 10996 | 99,20 % |             | 89 | 0,80 % |             |
| Average Net Payment Time   | 9,984573748 |       |         | 9,704801746 |    |        | 44,5505618  |
| Average Gross Payment Time | 11,77726658 |       |         | 11,47489996 |    |        | 49,13483146 |

| Suspensions                             |                                 |                              |                   |                          |                              |                   |                   |
|---|---------------------------------|------------------------------|-------------------|--------------------------|------------------------------|-------------------|-------------------|
| Average Report Approval Suspension Days | Average Payment Suspension Days | Number of Suspended Payments | % of Total Number | Total Number of Payments | Amount of Suspended Payments | % of Total Amount | Total Paid Amount |
| 0                                       | 61                              | 324                          | 2,92 %            | 11085                    | 157.187.137,91               | 4,88 %            | 3.221.652.824,07  |

| Late Interest paid in 2019 |            |  |                 |
|----------------------------|------------|--|-----------------|
| DG                         | GL Account | Description                                | Amount (Eur)    |
| EAC                        | 65010000   | Interest expense on late payment of charge | 0,00            |
| EAC                        | 65010100   | Interest on late payment of charges New F  | 2 804,61        |
|                            |            |  | <b>2 804,61</b> |

**TABLE 7 : SITUATION ON REVENUE AND INCOME in 2019 for DG EAC**

| Chapter             |  | Revenue and income recognized |                  |                    | Revenue and income cashed from |                  |                    | Outstanding balance |
|---------------------|--|-------------------------------|------------------|--------------------|--------------------------------|------------------|--------------------|---------------------|
|                     |  | Current year RO               | Carried over RO  | Total              | Current Year RO                | Carried over RO  | Total              |                     |
|                     |  | 1                             | 2                | 3=1+2              | 4                              | 5                | 6=4+5              |                     |
| 52                  | REVENUE FROM INVESTMENTS OR LOANS GRANTED, BANK AND OTHER INTEREST                                 | -10.034,77                    | 10.034,77        | 0,00               | -10.034,77                     | 10.034,77        | 0,00               | 0,00                |
| 57                  | OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTION | 1.735.946,85                  | 0,00             | 1.735.946,85       | 1.735.946,85                   | 0,00             | 1.735.946,85       | 0,00                |
| 59                  | OTHER REVENUE ARISING FROM ADMINISTRATIVE MANAGEMENT   | 2.244.332,92                  | 0,00             | 2.244.332,92       | 2.244.332,92                   | 0,00             | 2.244.332,92       | 0,00                |
| 60                  | CONTRIBUTIONS TO UNION PROGRAMMES  | 163.137.373,45                | 35.000,00        | 163.172.373,45     | 163.137.373,45                 | 35.000,00        | 163.172.373,45     | 0,00                |
| 64                  | CONTRIBUTIONS FROM FINANCIAL INSTRUMENTS   | 300.952,59                    | 0,00             | 300.952,59         | 300.952,59                     | 0,00             | 300.952,59         | 0,00                |
| 66                  | OTHER CONTRIBUTIONS AND REFUNDS  | 70.424.362,82                 | 191.266,34       | 70.615.629,16      | 69.046.052,26                  | 96.098,12        | 69.142.150,38      | 1.473.478,78        |
| 70                  | DEFAULT INTEREST AND INTEREST ON FINES   | 53.054,75                     | 0,00             | 53.054,75          | 53.054,75                      | 0,00             | 53.054,75          | 0,00                |
| 90                  | MISCELLANEOUS REVENUE  | 0,00                          | 1.914,68         | 1.914,68           | 0,00                           | 0,00             | 0,00               | 1.914,68            |
| <b>Total DG EAC</b> |  | <b>237885988,6</b>            | <b>238215,79</b> | <b>238124204,4</b> | <b>236507678,1</b>             | <b>141132,89</b> | <b>236648810,9</b> | <b>1475393,46</b>   |

**TABLE 8 : RECOVERY OF PAYMENTS in 2019 for DG EAC  
(Number of Recovery Contexts and corresponding Transaction Amount)**

| INCOME BUDGET<br>RECOVERY ORDERS<br>ISSUED IN 2019 | Irregularity |            | Total undue payments<br>recovered |            | Total transactions in<br>recovery contex(tincl. non-<br>qualified) |             | % Qualified/Total RC |           |
|--|--------------|------------|-----------------------------------|------------|--|-------------|----------------------|-----------|
|  | Nbr          | RO Amount  | Nbr                               | RO Amount  | Nbr  | RO Amount   | Nbr                  | RO Amount |
| Year of Origin<br>(commitment)                     |              |            |                                   |            |  |             |                      |           |
| 2003   | 1            | 8000       | 1                                 | 8000       | 1  | 8000        | 100,00%              | 100,00%   |
| 2004   | 2            | 9871,77    | 2                                 | 9871,77    | 2  | 9871,77     | 100,00%              | 100,00%   |
| 2007   | 1            | 2952,63    | 1                                 | 2952,63    | 3  | 7279,55     | 33,33%               | 40,56%    |
| 2008   | 1            | 5349,78    | 1                                 | 5349,78    | 6  | 56554,73    | 16,67%               | 9,46%     |
| 2009   |              |            |                                   |            | 3  | 21607,22    |                      |           |
| 2010   | 1            | 11116      | 1                                 | 11116      | 4  | 29303,84    | 25,00%               | 37,93%    |
| 2011   | 2            | 250131,04  | 2                                 | 250131,04  | 8  | 335484,01   | 25,00%               | 74,56%    |
| 2012   | 4            | 49585,25   | 4                                 | 49585,25   | 19   | 236295,92   | 21,05%               | 20,98%    |
| 2013   | 8            | 331152,95  | 8                                 | 331152,95  | 20   | 1678755,42  | 40,00%               | 19,73%    |
| 2014   | 2            | 88163,1    | 2                                 | 88163,1    | 52   | 63607838,77 | 3,85%                | 0,14%     |
| 2015   |              |            |                                   |            | 27   | 5011968,2   |                      |           |
| 2016   |              |            |                                   |            | 2  | 150164,85   |                      |           |
| 2017   | 1            | 31960      | 1                                 | 31960      | 4  | 147764,38   | 25,00%               | 21,63%    |
| 2018   | 2            | 835750     | 2                                 | 835750     | 67   | 3707738,8   | 2,99%                | 22,54%    |
| 2019   |              |            |                                   |            | 26   | 1741759,52  |                      |           |
| No Link  | 5            | 99446,41   | 5                                 | 99446,41   | 32   | 983926,83   | 15,63%               | 10,11%    |
| Sub-Total  | 30           | 1723478,93 | 30                                | 1723478,93 | 276  | 77734313,81 | 10,87%               | 2,22%     |

| EXPENSES BUDGET                | Irregularity |            | OLAF Notified |        | Total undue payments<br>recovered |            | Total transactions in<br>recovery contex(tincl.<br>non-qualified) |              | % Qualified/Total RC |         |
|--------------------------------|--------------|------------|---------------|--------|-----------------------------------|------------|---|--------------|----------------------|---------|
|                                | Nbr          | Amount     | Nbr           | Amount | Nbr                               | Amount     | Nbr   | Amount       | Nbr                  | Amount  |
| INCOME LINES IN<br>INVOICES    |              |            |               |        |                                   |            |   |              |                      |         |
| NON ELIGIBLE IN COST<br>CLAIMS | 49           | 592778,64  |               |        | 49                                | 592778,64  | 49  | 592.778,64   | 100,00%              | 100,00% |
| CREDIT NOTES                   | 38           | 3334957,31 |               |        | 38                                | 3334957,31 | 98  | 4.329.723,81 | 38,78%               | 77,02%  |
| Sub-Total                      | 87           | 3927735,95 |               |        | 87                                | 3927735,95 | 147   | 4922502,45   | 59,18%               | 79,79%  |
| <b>GRAND TOTAL</b>             | 117          | 5651214,88 |               |        | 117                               | 5651214,88 | 423   | 82656816,26  | 27,66%               | 6,84%   |

**TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2019 for DG EAC**

|      | Number at<br>1/01/2019 | Number at<br>31/12/2019 | Evolution     | Open Amount (Eur)<br>at 1/01/2019 | Open Amount (Eur)<br>at 31/12/2019 | Evolution       |
|------|------------------------|-------------------------|---------------|-----------------------------------|------------------------------------|-----------------|
| 1999 | 1                      | 1                       | 0,00 %        | 8.000,00                          | 8.000,00                           | 0,00 %          |
| 2002 | 1                      |                         | -100,00 %     | 66.034,77                         |                                    | -100,00 %       |
| 2003 | 1                      | 1                       | 0,00 %        | 18.667,00                         | 18.667,00                          | 0,00 %          |
| 2005 | 2                      | 2                       | 0,00 %        | 33.241,28                         | 33.241,28                          | 0,00 %          |
| 2008 | 1                      | 1                       | 0,00 %        | 35.259,94                         | 35.259,94                          | 0,00 %          |
| 2014 | 1                      | 1                       | 0,00 %        | 1.914,68                          | 1.914,68                           | 0,00 %          |
| 2018 | 5                      |                         | -100,00 %     | 75.098,12                         |                                    | -100,00 %       |
| 2019 |                        | 7                       |               |                                   | 1.378.310,56                       |                 |
|      | <b>12</b>              | <b>13</b>               | <b>8,33 %</b> | <b>238.215,79</b>                 | <b>1.475.393,46</b>                | <b>519,35 %</b> |

**TABLE 10 :Recovery Order Waivers >= 60 000 € in 2019 for DG EAC**

|   | <b>Waiver Central Key</b> | <b>Linked RO Central Key</b> | <b>RO Accepted Amount (Eur)</b> | <b>LE Account Group</b> | <b>Commission Decision</b> | <b>Comments</b> |
|---|---------------------------|------------------------------|---------------------------------|-------------------------|----------------------------|-----------------|
| 0 | 3233190084                | 3240407250                   | -66.034,77                      | Private Companies       |                            |                 |

|                     |                   |
|---------------------|-------------------|
| <b>Total DG EAC</b> | <b>-66.034,77</b> |
|---------------------|-------------------|

|                             |          |
|-----------------------------|----------|
| <b>Number of RO waivers</b> | <b>1</b> |
|-----------------------------|----------|



**TABLE 11 :Negociated Procedures in 2019 for DG EAC****Internal Procedures > € 60,000**

| <b>Negotiated Procedure Legal base</b>   | <b>Number of Procedures</b> | <b>Amount (€)</b>   |
|--|-----------------------------|---------------------|
| Annex 1 - 11.1 (a) - Follow-up of an open/restricted procedure where no (or no suitable) tenders/requests to participate have been submitted | 2                           | 2.061.200,00        |
| <b>Total</b>   | <b>2</b>                    | <b>2.061.200,00</b> |

**TABLE 12 : Summary of Procedures in 2019 for DG EAC**

**Internal Procedures > € 60,000**

| <b>Procedure Legal base</b>                                     | <b>Number of Procedures</b> | <b>Amount (€)</b>     |
|---|-----------------------------|-----------------------|
| Negotiated procedure middle value contract (Annex 1 - 14.2)     | 3                           | 205.840,00            |
| Negotiated procedure without prior publication (Annex 1 - 11.1) | 2                           | 2.061.200,00          |
| Open procedure (FR 164 (1)(a))                                  | 13                          | 117.824.427,00        |
| <b>Total</b>  | <b>18</b>                   | <b>120.091.467,00</b> |

**TABLE 13 : BUILDING CONTRACTS in 2019 for DG EAC**

| Legal Base | Procedure subject | LC/FW? | Contract/FW Number | Contractor Name | Contract/FW Subject | Amount (€) |
|------------|-------------------|--------|--------------------|-----------------|---------------------|------------|
|            |                   |        |                    |                 |                     |            |
|            |                   |        |                    |                 |                     |            |

**TABLE 14 : CONTRACTS DECLARED SECRET in 2019 for DG EAC**

| Legal Base | Procedure subject | LC/FW? | LC Contract/Grant type or FW type | LC Date | Contract/FW Number | Contractor Name | Contract/FW Subject | Amount (€) |
|------------|-------------------|--------|-----------------------------------|---------|--------------------|-----------------|---------------------|------------|
|            |                   |        |                                   |         |                    |                 |                     |            |
|            |                   |        |                                   |         |                    |                 |                     |            |

**TABLE 15 : FPA duration exceeds 4 years - DG EAC**

*None of your FPA (if any) exceeds 4 years*

## ANNEX 4: Materiality criteria

In line with Commission guidelines, the deficiencies leading to reservations should fall within the scope of the declaration of assurance. The following types of possible deficiencies can be relevant in DG EAC's context:

- Significant repetitive errors detected during ex post controls or supervision exercises. The frequency and duration of the errors will be the determining factor to judge their significance.
- Significant weakness in one of the control systems identified by auditors, in supervision exercises, or in the assessment of the implementation of the internal control principles. A particularly relevant case for DG EAC would be identified weaknesses in the control chain of National Agencies.
- Situation where a major critical issue that is of relevance to the declaration has been identified by the European Court of Auditors, or the Internal Audit Service.
- Situation where the DG knows that it does not have sufficient evidence from internal control systems or audit coverage.
- Situation where the DG has evidence that a significant risk remain unmitigated.
- A significant risk for the reputation of the Commission or the programmes.
- A significant reputational risk relating to entrusted entities.

When significant weaknesses are identified, a quantification of the amount at risk should be carried out when possible.

As the DG implements its budget through different implementation modes (see section 2), which have different risk profiles and which each have their own control and supervision arrangements, it is considered that observed quantified weaknesses should be assessed against the part of the budget spent in each specific implementation mode. As the Directors of the executive agencies are Authorising Officers by Delegation for the parts of the programmes delegated to them, they take responsibility for this spending in their declaration of assurance in the AARs of the executive agencies. Consequently, the operational spending through executive agencies is not part of the declaration of assurance of the Director General of the parent DGs, only the subsidy for the EA's operating budget. The following diagram gives an overview of the discussed basis for assessing materiality for the two other implementation modes.

Major reputational issues are by definition considered material even if they are not quantifiable in accordance with central services guidance.

Overview of basis for assessing materiality

|                                    | Erasmus+<br>15.02 | European<br>Solidarity<br>Corps<br>15.05 | Horizon<br>2020<br>15.03 | Creative<br>Europe<br>15.04 |
|------------------------------------|-------------------|--|--------------------------|-----------------------------|
| Indirect management<br>through NAs |                   |  |                          |                             |
| Direct management<br>by DG EAC     |                   |  |                          |                             |

In order to better capture the multi-annual nature of programmes and control activities, a multi-annual approach to the calculation of error rates is followed. The error rate for Erasmus+ is based on the collected checks on beneficiaries available for the period 2014-2019. Cashed recoveries related to the audit findings (no extension of audit findings is possible in the context of DG EAC’s beneficiary population) are deducted to arrive at the residual error rate. If the amount at risk surpasses 2% of the budget for a specific implementation mode during the multiannual reporting period, a reservation should be considered.

In order to quantify the weaknesses, a detected and residual error rate is obtained through desk checks and audits for each implementation mode.

Where the deficiency consists of an observed serious weakness in the control system, it will not always be possible to quantify the amount at risk based on observed errors. This can be in particular relevant for the indirect management through National Agencies, where, in the framework of the single audit model, the DG’s assurance is mainly based on a verification of the functioning of the control system. In such a case, the following steps are taken to calculate the percentage of the budget at risk:

- Analyse the effectiveness of the control system of each NA/NAU combination and conclude, based on all available information (audits, visits, Declarations of Assurance, reporting...), if the system gives acceptable, partial or no assurance.
- Identify the part of the budget that has been executed through systems with acceptable, partial and no assurance.
- Deduct any relevant suspensions of payments and any financial corrections to obtain the maximum open exposure.
- As an approximation for the potential exposure, consider that 20% of the calculated maximum open exposure is at risk for NA/NAUs with no assurance; 5% of the exposure for NA/NAUs with partial assurance; the observed error rate in random testing for NA/NAUs with reasonable assurance.

## ANNEX 5: Relevant Control System(s) for budget implementation (RCSs)

### Stage 1 – Establishment (or prolongation) of the mandate to the entrusted entity.

**Main control objectives:** Ensuring that the legal framework for the management of the relevant funds is fully compliant and regular (legality & regularity), delegated to an appropriate entity (best value for public money, economy, efficiency), without any conflicts of interests (anti-fraud strategy).

| <b>Main risks<br/>It may happen<br/>(again) that...</b>   | <b>Mitigating controls</b>   | <b>Coverage, frequency<br/>and depth of<br/>controls</b>  | <b>Cost-Effectiveness<br/>indicators (three E's)</b>  |
|---|--|---|---|
| <p>The establishment (or prolongation) of the mandate of the National Agency is affected by legal issues, which would undermine the legal basis for the management of the related decentralised EU funds (via that particular National Agency).</p> | <p>Before the Commission signs a contract (Delegation Agreement) with the National Agency, DG EAC a) reviews the ex-ante compliance assessment (for Erasmus+) or the readiness confirmation (for European Solidarity Corps) and b) approves the work programmes (Erasmus+ and ESC) of the National Agency.</p> <p>After each year of programme implementation, the Independent Audit Bodies provide an audit opinion on the proper management of the funds by the NAs, on the functioning of their control system and on the probity of the accounts presented in the Yearly NA Reports.</p> <p>DG EAC has set minimum standards of control and procedures for the NAs (Guide for National Agencies, updated annually) and issued Guidelines for National Authorities in relation to the responsibilities of the Independent Audit Body.</p> | <p><b>Coverage/Frequency:</b> 100%</p> <p><b>Depth:</b> Checklist includes a list of the requirements of the regulatory provisions of both programmes to be complied with.</p> <p>If risk materialises, funds delegated during the year(s) to the entrusted entity may be subject to error and irregularity</p> | <p><b>Effectiveness:</b><br/>Quality of the legal work (basic act, Contribution Agreement): number of control failures.</p> <p>Benefits: The potential error which could affect the budget amount entrusted to the National Agency, if significant (legal) errors would otherwise be detected.</p> <p><b>Efficiency:</b> Timely conclusion of process.</p> <p><b>Economy:</b> estimation of cost of staff involved in the preparation, adoption and selection work.</p> |

| <b>Main risks<br/>It may happen<br/>(again) that...</b> | <b>Mitigating controls</b>   | <b>Coverage, frequency<br/>and depth of<br/>controls</b> | <b>Cost-Effectiveness<br/>indicators (three E's)</b> |
|---|--|--|--|
|   | Negotiation of legal base with the Legislative Authority, following which the designation of the National Authority, National Agency and Independent Audit Body. |  |  |

## **Stage 2 – Ex-ante (re)assessment of the entrusted entity’s financial and control framework (towards “budget autonomy”; “financial rules”).**

**Main control objectives:** Ensuring that the entrusted entity is fully prepared to start/continue implementing the delegated funds autonomously while respecting all 5 ICOs.

| <b>Main risks<br/>It may happen (again)<br/>that...</b>  | <b>Mitigating controls</b>  | <b>Coverage, frequency<br/>and depth of controls</b>   | <b>Cost-<br/>Effectiveness<br/>indicators<br/>(three E's)</b>  |
|--|---|--|--|
| <p>The financial and control framework deployed by the National Agency is not fully mature to guarantee achieving all 5 ICOs (<i>legality and regularity, sound financial management, true and fair view reporting, safeguarding assets and information, anti-fraud strategy</i>).</p> <p>For the Erasmus+ programme (2014-2020):<br/>- Ex-ante Compliance Assessments for the new National Agencies are of poor quality</p> <p>For the European Solidarity Corps programme (2018-2020):<br/>- Readiness assessments for the Youth National Agencies are of poor quality</p> | <p><b>Erasmus+ Programme (2014-2020):</b><br/>Guidance documents on the designation of National Agencies under Erasmus+, on the ex-ante Compliance Assessments and on the transition/handover between National Agencies<br/>Ex-ante assessment, conditional to sign a Delegation Agreement with the new National Agency</p> <p><b>European Solidarity Corps Programme (2018-2020):</b><br/>Guidance documents on the readiness check to be done by national authorities.<br/>Readiness confirmation by national authorities conditional to sign a Delegation Agreement with the Youth National Agency.</p> <p>Guidance to Independent Audit Bodies (for both programmes)<br/>Hierarchical validation by the AOSD of the</p> | <p><b>Coverage/frequency:</b><br/>100% of National Agencies for Erasmus+ and Youth National Agencies for European Solidarity Corps</p> <p><b>Depth :</b> all ex-ante assessment (Erasmus+) and all readiness checklists (European Solidarity Corps) are analysed with the same depth, independently of the level of decentralised funds that will be entrusted to the National Agency.</p> | <p><b>Effectiveness:</b><br/>Positive performance of stakeholders achieved.</p> <p>Benefits: The potential error in the (average annual) total budget avoided.</p> <p><b>Efficiency:</b><br/>Timeliness of process (guidance is clear and properly applied by stakeholders)</p> <p><b>Economy (costs):</b><br/>estimation of cost of staff involved in both the ex-ante assessment process (Erasmus+) and readiness assessment (ESC)(which includes missions).</p> |

| <b>Main risks<br/>It may happen (again)<br/>that...</b> | <b>Mitigating controls</b>                     | <b>Coverage, frequency<br/>and depth of controls</b> | <b>Cost-<br/>Effectiveness<br/>indicators<br/>(three E's)</b> |
|---|--|--|---|
|   | Directorate competent for the NA coordination. |  |   |

### Stage 3 – Operations: monitoring, supervision, reporting (“representation” / “control around the entity”).

**Main control objectives:** Ensuring that the Commission is fully and timely informed of any relevant management issues encountered by the entrusted entity, in order to possibly mitigate any potential financial and/or reputational impacts (legality & regularity, sound financial management, true and fair view reporting, anti-fraud strategy).

| <b>Main risks<br/>It may happen<br/>(again) that...</b>   | <b>Mitigating controls</b>   | <b>Coverage,<br/>frequency and<br/>depth of controls</b>  | <b>Cost-<br/>Effectiveness<br/>indicators (three<br/>E's)</b>   |
|---|--|---|---|
| <p>Due to weak "modalities of cooperation, supervision &amp; reporting", the Commission is not (promptly) informed of relevant management issues encountered by the National Agency, and/or does not (promptly) react upon notified issues by mitigating them or by making a critical observation and recommendation for them – which may reflect negatively on the Commission’s governance reputation and quality of accountability reporting.</p> | <p>The Delegation Agreement (Erasmus+ and European Solidarity Corps) specifying the control, accounting, audit, publication, etc. related requirements – <i>incl. the modalities on reporting back relevant and reliable control results</i></p> <p>Analysis and assessment of yearly Management Declarations, including yearly NA reports, of National Agencies.</p> <p>Analysis of ad hoc reports submitted by National Agencies throughout the year on new cases of irregularities and (potential) fraud.</p> <p>Specific instructions for NAs on prevention, detection and reporting on irregularities and fraud (as from 2016).</p> <p>Ad hoc analytical reviews of data encoded by NAs in EPlusLink (two reviews made in 2016: one on respect of legal deadlines concerning the project lifecycle and another on primary checks)</p> <p>Analysis and assessment of yearly audit opinions of Independent Audit Bodies on the yearly NA Management Declarations.</p> | <p><b>Coverage:</b> 100% of the National Agencies are monitored/supervised. 100% of the audit opinions provided by the Independent Audit Bodies are supervised.</p> <p><b>Frequency:</b> annually</p> <p><u>In case of</u> operational and/or financial issues, measures are being reinforced.</p> <p>The <b>depth</b> is the same for all National Agencies.</p> | <p><b>Effectiveness:</b><br/>Conclusions reached on the basis of annual reports and Management Declarations are confirmed by monitoring visits, audits and other supervisory activities.</p> <p><b>Benefits:</b><br/>Assurance on the budget amount entrusted to the National Agency.</p> <p><b>Efficiency:</b><br/>Timeliness of delivery of Management Declarations, annual NA reports, annual audit opinions and annual reports of National Authorities</p> <p><b>Economy (costs):</b><br/>- estimation of cost of staff involved in the actual (regular or reinforced) monitoring and supervising the National Agencies</p> |



| <b>Main risks<br/>It may happen<br/>(again) that...</b> | <b>Mitigating controls</b>  | <b>Coverage,<br/>frequency and<br/>depth of controls</b> | <b>Cost-<br/>Effectiveness<br/>indicators (three<br/>E's)</b>  |
|---|---|--|--|
|   | <p>Analysis and assessment of the yearly reports of National Authorities on their monitoring and supervision activities (October reports).</p> <p>Risk-based supervisory visits to National Agencies and National Authorities</p> <p>Financial audits on yearly sampled of National Agencies</p> <p>Regular reporting to Senior Management and in AAR of the supervision results.</p> <p>Regular NA meetings, webinars and training of NA staff</p> <p>Yearly seminar/webinar with National Authorities and Independent Audit Bodies and regular updates and improvements of guidelines for them</p> <p><u>If appropriate/needed:</u></p> <ul style="list-style-type: none"> <li>- monitoring visits to National Agencies to support and provide advice</li> <li>- individual targeted follow-up of critical recommendations</li> <li>- precautionary measures</li> <li>- intervention, e.g. via own audits on-the-spot,</li> <li>- referral to OLAF</li> </ul> |  | <p>(which includes missions)</p> <ul style="list-style-type: none"> <li>- cost of externalised financial audits of Delegation Agreements of National Agencies</li> </ul> |

#### Stage 4 – Commission contribution: payment or suspension/interruption.

**Main control objectives:** Ensuring that the Commission fully assesses the management situation at the entrusted entity, before either paying out the (next) contribution for the operational and/or operating budget of the entity, or deciding to suspend/interrupt the (next) contribution (legality & regularity, sound financial management, anti-fraud strategy).

| <b>Main risks</b><br><i>It may happen (again) that...</i>  | <b>Mitigating controls</b>  | <b>Coverage, frequency and depth of controls</b>  | <b>Cost-Effectiveness indicators (three E's)</b>   |
|--|---|---|--|
| <p>The Commission pays out the (next) contribution to the National Agency, while not being aware of the management issues that may lead to financial and/or reputational damage.</p> | <p>The Delegation Agreement (Erasmus+ and ESC) specifying the control, accounting, audit, publication, etc. related requirements</p> <p>Management review of the supervision results.</p> <p>Ex-ante Operational Verification and Financial Verification, 'in-depth' as required</p> <p>Hierarchical validation of contribution payment of operating grant and funds for decentralised actions and recovery of non-used funds for decentralised actions</p> <p><u>If appropriate/needed:</u> suspension or interruption of payments</p> | <p><b>Coverage:</b> 100% of the contribution payments.</p> <p><b>Frequency:</b> usually annually</p> <p>The <b>depth</b> is the same for all National Agencies.</p> | <p><b>Effectiveness:</b> Appropriate information available to support payment or suspension decision.</p> <p><b>Benefits:</b> the potential error in the (average annual) total budget avoided. In case of recovery or suspension/interruption: the amount and % value of budget recovered or not paid out.</p> <p><b>Efficiency:</b> Timeliness of information and action when issues are noted.</p> <p><b>Economy (costs):</b> estimation of cost of staff involved in the (in-depth) OV and FV of the contribution payments/recoveries to/from the National Agencies.</p> |

## Stage 5 – Audit and evaluation, Discharge for decentralised agencies

**Main control objectives:** Ensuring that assurance building information on the entrusted entity's activities is being provided through independent sources as well, which may confirm or contradict the management reporting received from the entrusted entity itself (on the 5 ICOs).

| Main risks<br><i>It may happen (again) that...</i>  | Mitigating controls   | Coverage, frequency and depth of controls   | Cost-Effectiveness indicators (three E's)  |
|---|---|---|--|
| <p>The Commission has not sufficient information from independent sources on the National Agencies' management achievements, which prevents conclusions being correctly drawn on the assurance for the budget entrusted to the entity – which may reflect negatively on the Commission's governance reputation and quality of accountability reporting.</p> | <p>The Delegation Agreement (Erasmus+ and ESC) specifying the control, accounting, audit, publication, etc. related requirements – incl. independent audit function and cooperation with IAS and ECA</p> <p>Assessment of ex-post yearly audit opinions provided by Independent Audit Bodies on NA Management Declarations (including yearly reports).</p> <p>Assessment of ex-post yearly reports provided by National Authorities on monitoring and supervision activities.</p> <p>NAs include in their yearly reports the results of primary controls (controls carried out by or under the responsibility of the National Agency on the actions that it manages). Types and minimum requirements for controls are set out by DG EAC and are legally binding for the National Agencies.</p> <p><u>Own supervisory visits of National Agencies and/or National Authorities</u></p> <p>Yearly sample of selected National Agencies for financial audit</p> <p>- referral to OLAF</p> | <p><b>Coverage:</b> sample as needed (random for financial audits, value-targeted, risk-based for supervisory visits).</p> <p><b>Frequency:</b> multiannual planning for financial audits; no pre-determined frequency for supervisory visits</p> <p>The <b>depth</b> for financial audits is the same for all National Agencies. For supervisory visits, the depth is adapted to identify risks.</p> | <p><b>Effectiveness:</b> Assurance being provided via NA Management Declarations, audit opinions of Independent Audit Bodies and reports of National Authorities and corroborated by other supervision data.</p> <p>Benefits: The potential error in the (average annual) total budget avoided. Budget value of the errors with the beneficiaries detected and subsequently corrected.</p> <p><b>Efficiency:</b> Timeliness and administrative cost of process.</p> <p><b>Economy (costs):</b> estimation of cost of staff involved in the coordination and execution of supervisory visits. Cost of the appointment of audit firms for the outsourced financial audits.</p> |

## **ANNEX 6: Implementation through national or international public-sector bodies and bodies governed by private law with a public sector mission**

This annex includes information about implementing tasks entrusted to (i) national or (ii) international public sector bodies and to (iii) bodies governed by private law with a public sector mission. In practice, this includes (a) national agencies, (b) international organisations and their agencies, and (c) Private-Public-Partnerships (PPPs, such as Joint Undertakings).

This annex provides the following details for all national or international implementing entities, in the form of **a page/table for each entity** which implemented programmes in the reporting year:

1. **Programmes concerned:** Erasmus+ (2014-2020) and European Solidarity Corps (2018-2020).

2. **Annual budgetary amount entrusted to these bodies in 2019:** €2,660.9 million for Erasmus+ and €137.9 million for European Solidarity Corps which is in total €2,798.8 million (see table for breakdown by national agency).

3. **Duration of the delegation:** 2014-2020 (Erasmus+) and 2018-2020 (European Solidarity Corps)

4. **Justification of the recourse to indirect management:** the recourse to national agencies and their appointment by the Member States/participant countries are set in the legal bases of the Erasmus+ programme at Articles 26, 27 and 28 of the Regulation (EU) No 1288/2013 of the European Parliament and of the Council of 11 December 2013 establishing 'Erasmus+'. and of the European Solidarity Corps programme at Articles 17, 18 and 20 of Regulation (EU) 2018/1475 of the European Parliament and of the Council of 2 October 2018 laying down the legal framework of the European Solidarity Corps.

5. **Justification of the selection of the bodies (identity, selection criteria, possible indication in the legal basis, etc.):** see point 4 above.

6. **Summary description of the implementing tasks entrusted to these bodies:**

i. Management of the project life cycle of the decentralised actions of the Erasmus+ and European Solidarity Corps programmes: Information and publicity at national level on the Programme and, where applicable, the calls for proposals; Information and counselling of potential applicants; Receipt and evaluation of grant applications; Establishment and supervision of evaluation committees; Decision on the award of grants; Publication of information on supported projects; Commitment of funds for projects and signing of contracts with project beneficiaries; Pre-financing payments to beneficiaries; Monitoring projects, including visits to projects and thematic monitoring meetings; Analysis and control of final activity and final financial reports; Balance payments and recovery of funds; On-the-spot checks on projects; Reporting to the Commission and to the National authority.

ii. Monitoring and evaluating the decentralised actions of the Erasmus+ and European Solidarity Corps programmes: Organisation of national thematic monitoring meetings between projects and of national participation in European thematic monitoring meetings; Organisation of national valorisation meetings bringing together project coordinators and potential users and of national participation in European valorisation events; Reporting on the impact of both programmes actions at national level; Studies, analyses and surveys on the Programmes' actions at national level; Contribution to national reports on implementation of the Programme and to evaluation of both programmes; Contribution to achieving synergies at national level with other Community programmes.

**LIST OF ERASMUS+ NATIONAL AGENCIES<sup>12</sup> AND 2019 BUDGET BREAKDOWN**

| COUNTRIES      |      |              | National Agency Erasmus+ and ESC  | 2019 Annual budgetary amount <sup>13</sup> (€) |
|----------------|------|--------------|---|--|
| Belgium/DE     | BE03 | 01_BE_DE_ALL | Jugendbüro der Deutschsprachigen Gemeinschaft VoG   | 2.313.265,90                                   |
| Belgium/FR     | BE01 | 01_BE_FR_EDU | Agence francophone pour l'éducation et la formation tout au long de la vie - AEF-Europe                       | 25.397.191,00                                  |
| Belgium/FR     | BE04 | 01_BE_FR_YOU | BIJ - Bureau International Jeunesse (BIJ)   | 3.773.134,62                                   |
| Belgium/NL     | BE02 | 01_BE_NL_EDU | EPOS vzw  | 35.487.586,00                                  |
| Belgium/NL     | BE05 | 01_BE_NL_YOU | JINT  | 5.560.520,48                                   |
| Bulgaria       | BG01 | 02_BG_ALL    | Human Resource Development Centre - HRDC  | 50.245.748,20                                  |
| Czech Republic | CZ01 | 03_CZ_ALL    | Dům zahraniční spolupráce (DZS) Centre for International Cooperation in Education                             | 67.059.742,22                                  |
| Denmark        | DK01 | 04_DK_ALL    | Danish Agency for Higher Education  | 39.433.063,00                                  |
| Germany        | DE01 | 05_DE_HE     | Nationale Agentur für EU-Hochschulzusammenarbeit im Deutschen Akademischen Austauschdienst (NA-DAAD)          | 158.906.189,00                                 |
|                | DE03 | 05_DE_SE     | Pädagogischer Austauschdienst der Kultusministerkonferenz, Nationale Agentur für EU-Programme im Schulbereich | 36.622.670,00                                  |
|                | DE02 | 05_DE_VET_AE | Nationale Agentur Bildung für Europa beim Bundesinstitut für Berufsbildung                                    | 90.560.343,00                                  |
|                | DE04 | 05_DE_YOU    | JUGEND für Europa   | 40.703.185,00                                  |
| Estonia        | EE01 | 06_EE_ALL    | Centre for Educational Programmes, Archimedes Foundation  | 25.944.632,00                                  |

<sup>12</sup> Abstraction is made from the Swiss LLP/YiA NA.

<sup>13</sup> Funds for grant support (decentralised funds), contribution to networks and management costs for Erasmus+ and European Solidarity Corps

|         |      |                     |  |                |
|---------|------|---------------------|--|----------------|
| Ireland | IE01 | 07_IE_SE_VET_AE_YOU | Léargas the Exchange Bureau  | 21.206.025,00  |
|         | IE02 | 07_IE_HE            | The Higher Education Authority   | 15.168.730,00  |
| Greece  | EL01 | 08_EL_EDU           | IKY - State Scholarships' Foundation   | 64.061.628,00  |
|         | EL02 | 08_EL_YOU           | INEDIVIM Youth and Lifelong Learning Foundation  | 7.643.220,00   |
| Spain   | ES01 | 09_ES_EDU           | Servicio Español para la Intercionalización de la Educación (SEPIE)                            | 220.577.523,90 |
|         | ES02 | 09_ES_YOU           | AGENCIA NACIONAL ESPAÑOLA DE LA JUVENTUD (INJUVE) (Spanish National Agency for Youth)          | 25.535.870,00  |
| France  | FR01 | 10_FR_EDU           | Agence Erasmus+ France / Education Formation   | 246.319.694,50 |
|         | FR02 | 10_FR_YOU           | Institut National de la Jeunesse et de l'Education Populaire (INJEP)                           | 28.234.753,00  |
| Croatia | HR01 | 11_HR_ALL           | Agencija za mobilnost i programme Europske unije (AMPEU) Agency for Mobility and EU Programmes | 34.229.495,22  |
| Italy   | IT02 | 12_IT_SE_HE_AE      | Agenzia Nazionale Erasmus+ - INDIRE  | 181.673.755,80 |
|         | IT01 | 12_IT_VET           | Agenzia Nazionale Erasmus + - ISFOL  | 56.353.882,00  |
|         | IT03 | 12_IT_YOU           | Agenzia nazionale per i giovani  | 25.349.977,00  |
| Cyprus  | CY01 | 13_CY_EDU           | Foundation for the Management of European Lifelong Learning Programmes                         | 12.383.659,00  |
|         | CY02 | 13_CY_YOU           | Youth Board of Cyprus  | 4.026.410,00   |

|             |      |           |   |                |
|-------------|------|-----------|---|----------------|
| Latvia      | LV01 | 14_LV_EDU | VIAA - State Education Development Agency   | 26.676.990,00  |
|             | LV02 | 14_LV_YOU | Agency for International Programmes for Youth   | 4.783.283,00   |
| Lithuania   | LT01 | 15_LT_EDU | Education Exchanges Support Foundation  | 34.058.558,00  |
|             | LT02 | 15_LT_YOU | Agency of International Youth Co-operation  | 5.201.933,00   |
| Luxembourg  | LU01 | 16_LU_EDU | Anefore asbl  | 10.663.139,00  |
| Hungary     | HU01 | 17_HU_EDU | Tempus Public Foundation  | 61.017.486,00  |
| Malta       | MT01 | 18_MT_ALL | European Union Programmes Agency  | 11.334.299,00  |
| Netherlands | NL01 | 19_NL_EDU | Nationaal Agentschap Erasmus+ Onderwijs & Training  | 78.230.088,70  |
|             | NL02 | 19_NL_YOU | Nederlands Jeugdinstituut   | 9.303.043,00   |
| Austria     | AT01 | 20_AT_EDU | OeAD (Österreichische Austauschdienst)-Gesellschaft mit beschränkter Haftung                          | 48.137.537,00  |
|             | AT02 | 20_AT_YOU | Interkulturelles Zentrum  | 7.280.361,00   |
| Poland      | PL01 | 21_PL_ALL | Foundation for the Development of the Education System  | 182.152.931,00 |
| Portugal    | PT01 | 22_PT_EDU | Agência Nacional Erasmus+ Educação e Formação   | 74.027.859,70  |
|             | PT02 | 22_PT_YOU | Erasmus+ Juventude em Ação  | 9.208.906,00   |
| Romania     | RO01 | 23_RO_ALL | Agentia Nationala pentru Programe Comunitare in Domeniul Educatiei si Formarii Profesionale           | 111.015.879,00 |
| Slovenia    | SI01 | 24_SI_EDU | CMEPIUS "Center Republike Slovenije za mobilnost in evropske programe izobraževanja in usposabljanja" | 24.591.797,56  |
|             | SI02 | 24_SI_YOU | Zavod MOVIT NA MLADINA  |                |

|                |      |               |   |                         |
|----------------|------|---------------|---|-------------------------|
|                |      |               |   | 5.130.888,00            |
| Slovakia       | SK01 | 25_SK_EDU     | Slovak Academic Association for International Cooperation   | 35.730.881,20           |
|                | SK02 | 25_SK_YOU     | IUVENTA – Slovak Youth Institute  | 6.145.820,00            |
| Finland        | FI01 | 26_FI_ALL     | Centre for International Mobility CIMO (Kansainvälisen liikkuvuuden ja yhteistyön keskus )                      | 48.644.044,00           |
| Sweden         | SE01 | 27_SE_EDU     | Swedish Council for Higher Education  | 50.395.543,00           |
|                | SE02 | 27_SE_YOU     | Swedish Agency for Youth and Civil Society  | 7.373.054,00            |
| United Kingdom | UK01 | 28_UK_ALL     | British Council   | 223.826.164,00          |
| Iceland        | IS01 | 29_IS_EDU     | Landskrifstofa Erasmus+   | 12.024.783,00           |
| Liechtenstein  | LI01 | 30_LI_EDU     | Agentur für Internationale Bildungsangelegenheiten (AIBA)   | 4.594.953,00            |
|                | LI02 | 30_LI_YOU     | aha - Tipps & Infos für junge Leute   | 548.237,00              |
| Norway         | NO01 | 31_NO_EDU     | Norwegian Centre for International Cooperation in Education   | 30.678.899,00           |
|                | NO02 | 31_NO_YOU     | Bufoir - Barne-, ungdoms- og familiedirektoratet<br>Bufoir – Directorate for Children, Youth and Family Affairs | 3.276.909,00            |
| Turkey         | TR01 | 32_TR_ALL     | The Centre for European Union Education and Youth Programmes  | 130.019.505,00          |
| FYROM          | MK01 | 33_MK_ALL     | National Agency for European Educational Programmes and Mobility  | 10.156.306,00           |
| SERBIA         | RS01 | 34_SERBIA_ALL | Foundation Tempus   | 7.799.380,00            |
| <b>TOTAL</b>   |      |               |   | <b>2.798.801.351,00</b> |



**ANNEX 7: EAMR of the Union Delegations (not applicable)**

## ANNEX 8: Decentralised agencies

| Decentralised Agencies |   | Policy area | Annual budgetary amount entrusted in 2019 by DG EAC  |
|------------------------|---|-------------|--|
|                        |   |             | Total (€)  |
| EIT                    | European Institute of Innovation and Technology | Innovation  | <p>Total: <b>€ 415.988.884</b></p> <p>of which:</p> <p>a) administrative expenditure:<br/>€ 6.596.185</p> <p>b) Operational expenditure:<br/>€ 409.392.699</p> |

## ANNEX 9: Evaluations and other studies finalised or cancelled during 2019

| Study project Id Id                                  | Title of the study<br>Title   | Study reason<br>Reason | Study overview<br>Scope   | Associated services/<br>DGs | Study cost<br>Costs (EUR) | Comments  | Title of deliverable   | Reference  |
|--|---|------------------------|---|-----------------------------|---------------------------|---|--|--|
| <b>I. Evaluations finalised or cancelled in 2019</b> |   |                        |   |                             |                           |   |  |  |
| <b>a. Evaluations finalised in 2019</b>              |   |                        |   |                             |                           |   |  |  |
|  | <b>Evaluation of the 2017 European Capitals of Culture (Aarhus and Pafos)</b>                                 | L                      | Decision No 1622/2006/EC; Each year the Commission shall ensure the external and independent evaluation of the results of the European Capital of Culture event of the previous year. |                             | €74,940                   |   | Ex Post Evaluation of the 2017 European Capitals of Culture (Aarhus and Pafos)                         | Commission report to Council and Parliament:<br>COM(2019)266 final<br><br>Accompanying SWD:<br>SWD(2019)203 final<br><br><a href="https://ec.europa.eu/prgrammes/creative-europe/sites/creative-europe/files/ecoc-2017-evaluation-en.pdf">https://ec.europa.eu/prgrammes/creative-europe/sites/creative-europe/files/ecoc-2017-evaluation-en.pdf</a> |
|  | <b>Evaluation of the Education, Audiovisual and Culture Executive Agency (EACEA) for the period 2015-2017</b> | L                      | External evaluation of the operation of EACEA, on the basis of Art 25 of Council Regulation (EC) No 58/2003; 4th evaluation, covering period 2015-2017                                |                             | €131,500                  | Staff working document on the evaluation (coordinated by SG for all executive agencies) has been completed, but publication is awaited in 2020. | Evaluation of the Education, Audiovisual and Culture Executive Agency (EACEA) for the period 2015-2017 |  |

| Study project Id Id                                     | Title of the study<br>Title   | Study reason<br>Reason | Study overview<br>Scope  | Associate d services/ DGs | Study cost<br>Costs (EUR) | Comments | Title of deliverable   | Reference   |
|---|---|------------------------|--|---------------------------|---------------------------|----------|--|---|
| <b>b. Evaluations cancelled in 2019</b>                 |   |                        |  |                           |                           |          |  |   |
|   | n/a   |                        |  |                           |                           |          |  |   |
| <b>II. Other studies finalised or cancelled in 2019</b> |   |                        |  |                           |                           |          |  |   |
| <b>a. Other studies finalised in 2019</b>               |   |                        |  |                           |                           |          |  |   |
| 1705  | <b>Assessment of the implementation of the 2011 Council Recommendation on policies to reduce Early School Leaving (ESL)</b> | MFF                    | Early school leaving is one of the European 2020 headline targets and has attracted considerable attention within the education policy and research since 2010. It is closely followed within the European Semester and country specific recommendations have been regularly published for a number of Member States. It has been quite a prominent issue in the Member States' education policies and reforms, as well as in the ET2020 processes and the EU funding mechanisms. It has been quite a prominent issue in the Member States' education policies and reforms, as well as in the Education and Training (ET2020) processes and the EU funding mechanisms. The 2011 Council Recommendation is the legal basis for development of policy and for the implementation of relevant measures at all levels. The study outcomes may be used to inform the planning of the new strategic framework and setting of headline targets, as well as in the preparation for the future programme for education, youth and sport. They will also be used to better understand the impact of EU policy and improve processes of EU policy dissemination and implementation. |                           | €199,790                  |          | Assessment of the implementation of the 2011 Council Recommendation on policies to reduce Early School Leaving (ESL) | <a href="https://op.europa.eu/en/publication-detail/-/publication/72f0303e-cf8e-11e9-b4bf-01aa75ed71a1/language-en/format-PDF/source-113254064">https://op.europa.eu/en/publication-detail/-/publication/72f0303e-cf8e-11e9-b4bf-01aa75ed71a1/language-en/format-PDF/source-113254064</a> |

| Study project Id Id | Title of the study<br>Title  | Study reason<br>Reason | Study overview<br>Scope   | Associated services/<br>DGs    | Study cost<br>Costs (EUR) | Comments | Title of deliverable   | Reference   |
|---------------------|--|------------------------|---|--------------------------------|---------------------------|----------|--|---|
| 1707                | <b>Perseverance, effort and engagement of 15 year olds in PISA 2015 across EU Member States (Secondary analysis with PISA 2015 data)</b>                                     | MFF                    | The outcomes of this study will inform policy measures to work not only on the classic competences tested in PISA (reading, mathematics and maths, science), but also other relevant key competences like perseverance, effort and engagement, and whether these key competences actually correlate with higher performance in the classic domains. In this way, the study will benefit and inform the currently ongoing revision of Key Competences; it will also give important insights for the development of Education and Training Evidence Monitoring indicators and benchmarks regarding transversal skills. In addition, the findings can inform our ongoing work in co-organising the Global Education Industry Summit (GEIS) that takes into account technological innovation in schools and classrooms and the necessary changes in teaching. |                                | €118,500                  |          | Beyond achievement<br><br>A comparative look into 15-year-olds' school engagement, effort and perseverance in the European Union                                       | <a href="https://op.europa.eu/en/publication-detail/-/publication/0a90c7c9-2f45-11e9-8d04-01aa75ed71a1/language-en/format-PDF/source-113254105">https://op.europa.eu/en/publication-detail/-/publication/0a90c7c9-2f45-11e9-8d04-01aa75ed71a1/language-en/format-PDF/source-113254105</a> |
| 1710                | <b>The impact of Erasmus+ Higher Education Strategic Partnerships and Knowledge Alliances at local, national and European levels on key Higher Education policy priority</b> | MFF                    | The study will provide a comprehensive analysis of the contribution of these transnational projects in supporting national and European policy development, in the frame of the Higher education Modernisation Agenda and its priorities. This analysis will also offer a relevant component for the assessment of the overall Erasmus+ programme and thus be useful for the reflection on the next generation of EU programme(s) in the area of Education, and in particular for the dimension of transnational cooperation and its relevance for national and European policy development.  | DG EAC<br>Unit C1<br><br>EACEA | €322,010                  |          | Study on the impact of Erasmus+ higher education partnerships and knowledge alliances at local, national and European levels on key higher education policy priorities | <a href="https://op.europa.eu/en/publication-detail/-/publication/9369267b-7ae2-11e9-9f05-01aa75ed71a1/language-en/format-PDF/source-113254220">https://op.europa.eu/en/publication-detail/-/publication/9369267b-7ae2-11e9-9f05-01aa75ed71a1/language-en/format-PDF/source-113254220</a> |

| Study project Id Id | Title of the study<br>Title   | Study reason<br>Reason | Study overview<br>Scope   | Associated services/ DGs | Study cost<br>Costs (EUR) | Comments | Title of deliverable                              | Reference   |
|---------------------|---|------------------------|---|--------------------------|---------------------------|----------|---|---|
| 1808 c              | <b>Ad-hoc sport policy studies 2018 – Title 3: Safeguarding Children in Sport</b>         | MFF                    | <p>In the field of sport, the European Commission develops policies and carries out actions based on Article 165 TFEU, which stipulates that Union action shall be aimed at developing the European dimension in sport and the promotion of European sporting issues. Outcomes should feed into the follow-up working structures of the future EU Work Plan for Sport.</p> <p>The overall objectives are to support the European Commission's work, enhance evidence-based policy making, and strengthen the impact and added value of policies by providing reliable knowledge, evidence, analysis, and policy guidance in the field of sport. The specific topics of the ad-hoc studies could include amongst others match-fixing, sport diplomacy, good governance, grassroots sport, coaches, traditional sports and games, HEPA, economic dimension and innovation as well as social inclusion and people with disabilities.</p> |                          | €49,950                   |          | Safeguarding children in sport                    | <a href="https://op.europa.eu/en/publication-detail/-/publication/03fc8610-e4c2-11e9-9c4e-01aa75ed71a1/language-en/format-PDF/source-113453298">https://op.europa.eu/en/publication-detail/-/publication/03fc8610-e4c2-11e9-9c4e-01aa75ed71a1/language-en/format-PDF/source-113453298</a> |
| 1810                | <b>International (third-country) cooperation in Marie Skłodowska-Curie Actions (MSCA)</b> | MFF                    | The study relates to the strategic area "Policy development on international dimension of MSCA" and is linked to Research and Innovation policy 'Open to the world'. Stocktaking and evidence-gathering are needed to better shape our policy on and funding of international cooperation within MSCA. All MSC actions currently have some form of inward or outward mobility with third countries. At the time of the study, a full assessment in this respect can be made for FP7 actions and interim conclusions from actions funded Horizon 2020 can be drawn. The new evidence and analysis as well as the study's recommendations will help to better decide  |                          | €140,920                  |          | International (third-country) cooperation in MSCA | not yet published   |

| Study project Id Id | Title of the study Title  | Study reason Reason | Study overview Scope   | Associated services/ DGs | Study cost Costs (EUR) | Comments | Title of deliverable   | Reference   |
|---------------------|---|---------------------|--|--------------------------|------------------------|----------|--|---|
|                     |   |                     | on the focus, rules and funding streams for MSCA in the future framework programme for Research and Innovation.  |                          |                        |          |  |   |
| 1812                | <b>Assessment of deliverables under the Framework for European cooperation in education and training (ET2020)</b> | MFF                 | <p>The Commission will carry out a review of the ET 2020 framework, including feedback from Member States and stakeholders consultations, with the aim of assessing the framework's various building blocks and of proposing for the post-2020 period, if necessary, new configurations or tools to optimise European cooperation in education and training in view of future challenges.</p> <p>The external assessment of ET 2020 deliverables will be a contributing element to this review. It shall analyse the impact of individual deliverables at EU and national level in a comparative perspective, looking at the context in which each deliverable originated, the process leading to it, the actors involved, the interactions (or lack of) between the "technical" level (Working groups, technical discussions during mutual learning activities) and the "political" level (discussions in the High level Group, in the Directors General meetings). The external assessment will also provide, inter alia, an overview of the meetings of the various ET 2020 Working groups, of a selection of mutual learning activities organised since 2009, of the meetings of the High-level Group and of the groupings of Directors General. Furthermore, it shall support the analysis of feedback received from Member States and stakeholder consultations under the wider review</p> |                          | €171,750               |          | Assessment of tools and deliverables under the Framework for European cooperation in education and training (ET2020) | <a href="https://op.europa.eu/en/publication-detail/-/publication/e8f0ed5b-5a8e-11e9-9151-01aa75ed71a1/language-en/format-PDF/source-113453403">https://op.europa.eu/en/publication-detail/-/publication/e8f0ed5b-5a8e-11e9-9151-01aa75ed71a1/language-en/format-PDF/source-113453403</a> |

| Study project Id Id | Title of the study<br>Title                                     | Study reason<br>Reason | Study overview<br>Scope   | Associated services/<br>DGs | Study cost<br>Costs (EUR) | Comments | Title of deliverable  | Reference   |
|---------------------|---|------------------------|---|-----------------------------|---------------------------|----------|---|---|
| 1813                | <b>The situation of circus in the EU member states</b>          | MFF                    | The study will examine opportunities to reduce unemployment and support community-building through "social circuses" especially in less developed parts of cities and regions or in refugee communities. It will also examine educational opportunities on circus arts (e.g through public schools) supporting the sector and its evolution throughout the years. The study will refer to both traditional and contemporary circuses; it will analyse the possible cooperation and connectivity between the two attempting to link traditions with artistic creativity and technical innovation. Another area of the study which is linked to the strategic policies of the DG is the education of children living in travelling circus companies, which will be identified through case studies. Last but not least, the study will showcase the importance of the 250 years presence of circus industry as integral part of Europe's cultural heritage. In this frame, the study will also reflect on different aspects of circus building on the momentum created by the European Year of Cultural Heritage 2018. Circus celebrates its 250th anniversary in 2018 and presence at events as well as briefings at highest levels are to be expected. It can also be expected that other institutions such as the EP will be interested in updated data and expertise in this area on that occasion. |                             | €149,625                  |          | The situation of circus in the EU member states                   | <a href="https://op.europa.eu/en/publication-detail/-/publication/11bd70ea-33bb-11ea-ba6e-01aa75ed71a1/language-en/format-PDF/source-113453773">https://op.europa.eu/en/publication-detail/-/publication/11bd70ea-33bb-11ea-ba6e-01aa75ed71a1/language-en/format-PDF/source-113453773</a> |
| 1908                | <b>Removing obstacles to cross-border solidarity activities</b> | LMFF                   | The study will directly feed into the impact assessment of the new initiative and will aim to: • Provide evidence on the impact of EU youth participation and mobility actions on promoting solidarity and active citizenship in the EU; • Review and critically analyse the first experiences from the implementation of the European Solidarity   |                             | €191,525                  |          | Study on removing obstacles to cross-border solidarity activities | Not yet published   |



| Study project Id Id | Title of the study<br>Title                        | Study reason<br>Reason | Study overview<br>Scope   | Associated services/<br>DGs | Study cost<br>Costs (EUR) | Comments | Title of deliverable                        | Reference         |
|---------------------|--|------------------------|---|-----------------------------|---------------------------|----------|---|-------------------|
|                     |  |                        | Corps including any legal, administrative and practical barriers that prevent young people from fully participating in the European Solidarity Corps, and possible synergies with other schemes not supported by the EU; • Take stock of the implementation of the 2008 Council Recommendation on the mobility of young volunteers; • Identify various policy options areas for further reinforced cooperation and provide an assessment of their expected impact based on evidence; and • Formulate concrete policy recommendations to feed the review of the Council Recommendation. The exact scope of the study can only be established after the adoption of the Council Resolution on the Youth Strategy. The potential thematic areas of the study could include: • Promoting engagement of young people in solidarity actions to bring positive change in local communities; • Reviewing and removing legal and administrative barriers to cross-border youth mobility actions; • Promoting recognition and validation of learning outcomes gained through volunteering experiences and youth actions; • Fostering youth mobility and participation activities to enhance intercultural understanding and active citizenship; • Greater outreach to young people with fewer opportunities and to the grass-roots level. |                             |                           |          |   |                   |
| 1914                | <b>Landscape of youth representation in the EU</b> | LMFF                   | The study will help identify the patterns and emerging trends of youth participation with special focus on gaps between the EU and local/regional youth organisations, as well as outreach towards non-organised or excluded youth.   |                             | €89,890                   |          | Landscape of youth representation in the EU | not yet published |

| Study project Id Id                       | Title of the study<br>Title  | Study reason<br>Reason | Study overview<br>Scope   | Associate d services/ DGs | Study cost<br>Costs (EUR) | Comments   | Title of deliverable | Reference |
|---|--|------------------------|---|---------------------------|---------------------------|--|----------------------|-----------|
| <b>b. Other studies cancelled in 2019</b> |  |                        |   |                           |                           |  |                      |           |
| 1902                                      | <b>Excellence and innovation in language teaching – Impact European Language Label (ELL) on participating learners, teachers and schools</b> | MFF                    | The purpose of the study is to detect the strengths and weaknesses of the European Language Label Award, and to provide relevant input to inform its future development and extension in view of the Erasmus programme in the fields of education, training, youth and sports for the period 2021-2027. This involves an assessment of the initiative's relevance, effectiveness, efficiency and EU added value.  |                           | €50,000                   | Reason for cancellation: Due to lack of staff, postponed to 2020   |                      |           |
| 1903                                      | <b>Multilingual education in Europe</b>  | MFF                    | The main objective of the study is to scope out innovative and emergent practises in language learning/ multilingual education , within the sector of compulsory school education. The study would comprise 1) a literature review and 2) a selection of case studies - existing good practice in European countries in the field of multilingual education. The in-depth analysis of these case studies would contribute to the implementation of the Council Recommendation on Language learning and would support Member States in this regard.<br><br>The outcomes of the study will be used in future workshops and other meetings with policy makers from Member States etc. and also openly disseminated through media channels. |                           | €250,000                  | Timing: study to support the implementation of the Recommendation on language learning. As, we would need to wait for the new FWC contract, the study would arrive a bit late. |                      |           |

| Study project Id Id | Title of the study<br>Title  | Study reason<br>Reason | Study overview<br>Scope  | Associate d services/ DGs            | Study cost<br>Costs (EUR) | Comments                           | Title of deliverable | Reference |
|---------------------|--|------------------------|--|--------------------------------------|---------------------------|------------------------------------|----------------------|-----------|
| 1904                | <b>From practice to policy: defining and mapping practical entrepreneurial experiences in Europe</b> | MFF                    | The study will be mapping, analysing and describing the educational activities in place to ensure the formation of entrepreneurship as a key competence for lifelong learning – as defined in the European Entrepreneurship Competence Framework (EntreComp). The study will focus on the formal education system (primary, secondary, VET and higher education) and, because of the nature of entrepreneurship as a competence, on its links with the non-formal one. This will also allow tapping into content and design of curriculum and pedagogical practices as well as into the use of active and innovative teaching and assessment practices. The study will be based on an extensive data collection in EU Member States and the EEA countries, but harnessing any relevant practice beyond the EU. | DG EAC - Unit B1<br>DG EAC - Unit B2 | €200,000                  | Understaffing<br>Postponed to 2020 |                      |           |
| 1906                | <b>Measuring the impact of the entrepreneurial and innovative higher education institution</b>       | MFF                    | The subject matter of the study is explorative and there are no known studies addressing the question of impact measurements related to the innovative and entrepreneurial HEI. The study intends to fill a gap in the understanding of how to measure the impact of innovative and entrepreneurial HEIs at a number of levels as specified above. Given the novelty of the development of the innovative and entrepreneurial HEI concept, and the recent development  | DG EAC - Unit B1<br>DG GROW<br>JRC   | €250,000                  | Understaffing<br>Postponed to 2020 |                      |           |

| Study project Id Id | Title of the study<br>Title                            | Study reason<br>Reason | Study overview<br>Scope  | Associated services/<br>DGs | Study cost<br>Costs (EUR) | Comments                           | Title of deliverable | Reference |
|---------------------|--|------------------------|--|-----------------------------|---------------------------|------------------------------------|----------------------|-----------|
|                     |  |                        | of the HEInnovate methodology and self-assessment methodology, it is expected that any overlap or duplication will be avoided.   |                             |                           |                                    |                      |           |
| 1907                | <b>Future EU youth strategy – monitoring framework</b> | MFF                    | <p>Additional expertise is needed to support Commission work on the implementation of the future EU youth strategy, as regards the development of a monitoring framework for better regulation towards youth interests, in particular to:</p> <p>(a) analyse possible options for developing indicators aimed to better monitor and measure progress and impact in implementing the EU Youth cooperation framework, with a view to demonstrating and upscaling performance focused results. The outcomes will be used as a basis for the design of a revised monitoring framework at the onset of implementation of the revised EU youth strategy, with the help of an expert group.</p> <p>(b) analyse ways to better assess the tracking of EU spending on youth in other EU actions, such as policy initiatives or financial programmes (budget focused results).</p> |                             | €50,000                   | Understaffing<br>Postponed to 2020 |                      |           |

| Study project Id Id | Title of the study<br>Title   | Study reason<br>Reason | Study overview<br>Scope   | Associate d services/ DGs | Study cost<br>Costs (EUR) | Comments  | Title of deliverable | Reference |
|---------------------|---|------------------------|---|---------------------------|---------------------------|---|----------------------|-----------|
| 1913                | <b>The potential of Blockchain technology to facilitate automatic recognition of learning in a lifelong learning perspective (1913)</b> | MFF                    | The purpose of the study is to examine what is already happening in these two areas, both within and outside Europe, with a view to assessing the potential of a Europe-wide initiative that could be piloted through Erasmus+. The study will consist of an analysis of case studies of initiatives at higher education level, the regulatory context and any Europe-wide approaches in other sectors that could be of relevance to developing a Europe-wide initiative in higher education. |                           | €200,000                  | Lack of human resources due to change of political priorities |                      |           |

## ANNEX 10: Specific annexes related to 'Financial Management'

### 1.1 Key sources relied on in the assurance methodology

The reports produced are:

- the reports by AOSDs;
- the reports on exceptions and non-compliance events;
- the reports from Authorising Officers in other DGs managing budget appropriations in cross-delegation;
- the reports on control results from entrusted entities in indirect management as well as the result of the Commission supervisory controls on the activities of these bodies;
- the contribution of the Director in charge of risk management and internal control, including the results of internal control monitoring at the DG level;
- the reports of the ex-post supervision or audit;
- the limited conclusion of the internal auditor on the state of control, and the observations and recommendations reported by the Internal Audit Service (IAS);
- the observations and the recommendations reported by the European Court of Auditors (ECA);
- the report issued by DG BUDG on the validation of local systems in DG Education and Culture.

These reports result from a **systematic analysis of the evidence** available. This approach provides sufficient guarantees as to the completeness and reliability of the information reported and results in a complete coverage of the budget delegated to the Director-General of DG EAC.

Because of the nature of the targeted final beneficiaries who are mostly individuals, the implementation of the DG EAC programmes requires a specific combination of accurate implementation with user friendliness and simplicity.

The **management and control systems** have been designed taking into account the inherent characteristics of DG EAC programmes, including the need for large scale externalisation. In order to counter the potential risks, DG EAC has strengthened the management and control structures of the programmes by the introduction of an integrated control framework, where DG EAC controls build upon controls performed by DG EAC partners in the implementation of the programmes.

In terms of **governance within DG EAC**, the Director-General retains overall responsibility for the management and actions of the DG; key decisions are taken after consulting the Director's Board (DB), composed of the Director General, the Deputy Director General and the Directors of DG EAC and EACEA. As the main senior management discussion body, it ensures coherence and promotes a collegial approach. The DB is supported in the decision making on SPP (Strategic planning and programming) budget, finance, assurance, internal control, supervision, IT and HR matters by a Directors Steering Committee (DSC), composed of the Directors of DG EAC and EACEA, and chaired by the Director of Performance Management, Supervision and Resources. Key management indicators are reported to senior management in a consolidated manner in a monthly Dashboard. This enables management to monitor where the achievement of management objectives is at risk.

The majority of financial transactions under the Commission's direct management in the EAC 'domain' are delegated directly by the Commission to the Executive Agencies. The DG has **a partially decentralised financial circuit with counterweight** (except for the Central Library), including in relation to the management costs of the National Agencies. Financial initiation and verification tasks have been centralised in a single financial cell in order to concentrate financial expertise and to benefit from economies of scale.

The assurance methodology retains the approach of the previous AAR and the results obtained are consistent with those achieved in prior years

## 1.2 Effectiveness: control results and benefits

The objectives, indicators and assessments in this section cover all significant expenditure and revenue, financial instruments or other significant<sup>14</sup> non-expenditure items<sup>15</sup>, and the overall conclusion (table below) demonstrates the completeness of the coverage by presenting the available main indicators per distinct control system.

| Control objective   | Result   |
|---|--|
| <b>Control effectiveness</b> as regards legality and regularity                                     | Controls are effective as regards legality and regularity; supervisory controls are effective as regards entrusted bodies;<br><br>Multiannual residual error rate for the implementation through NAs of 1% or less for the 2014-20 Erasmus+ programme; |
| Other control objectives:<br><br>- safeguarding of assets and information, reliability of reporting | - Entrusted funds appropriately safeguarded;<br><br>- Accounting and reporting is reliable;<br><br>- Budget execution in line with targets and close to 100%.  |
| - Fraud prevention and detection  | Suspected irregularities or fraud and ongoing investigations of OLAF had no impact on the assurance over the reporting period;   |
| <b>Efficiency</b> and Cost-effectiveness  | Overall, the DG EAC (including entrusted bodies) cost of control under the revised approach specified by central services is estimated to be approximately 7,58%. Costs of control are proportional and cost effective;                                |

<sup>14</sup> i.e. having a value of more than 10% compared to the total annual expenditure as per the AAR Annex 3 Table 2.

<sup>15</sup> These include revenue operations (e.g. assigned revenue, fines, interest); assets (e.g. (in)tangible or financial assets, inventories, accounts receivable, treasury) and liabilities (e.g. guarantees offered, sickness and pensions schemes). These are covered in the AAR Annex 3 Tables 4, 5-bis, 7.

## 1.3 Legality and regularity of transactions

Regarding the **legality and regularity** of the underlying transactions, the **key control objective** is to ensure that the multi-annual<sup>16</sup> residual error rate does not exceed 2% in any management mode<sup>17</sup>.

In order to protect the financial interests of the Union, DG EAC has also set up a **robust and proportionate legal framework throughout the expenditure cycle**, including the prevention, detection and investigation of irregularities, the recovery of funds lost, wrongly paid or incorrectly used and, where appropriate, penalties.

### A. Supervision of Erasmus+ handled by National Agencies

DG EAC's main spending activity is the implementation of the Erasmus+ programme 2014-20 (see section "DG in brief") and the European Solidarity Corps 2018-2020 through the National Agencies. Appropriations managed account for 81% of executed payments in 2019. Contribution to NA management costs by the Commission totalled € 114.6 million in 2019.

#### Governance

As a consequence of the multi-annual character of the projects and programmes, the underlying transactions treated by each control stage and reflected in the multi-annual residual error rates cover **the entire period of the current Erasmus+ programme 2014-20 to date**. The supervisory and control framework and annual declarations pertain to these programmes.

Transactions covered by financial audits in particular have to follow a consecutive cycle whereby multi-annual transactions must be closed before the stages of random selection, contracting of audits, audit fieldwork and finalisation of audit results can be completed and included in a given year AAR.

Under Erasmus+ and European Solidarity Corps DG EAC operates an integrated **control system for management through 57 National Agencies (NAs)**, under the supervision of the National Authorities (NAUs) of the participating countries<sup>18</sup>, as well as Independent Audit Bodies<sup>19</sup>.

The primary level of controls on beneficiaries is executed by the National Agencies, who also carry out more in depth ex post and on-the-spot controls. The secondary level of controls is carried out by Independent Audit Bodies (IABs) as well as National Authorities (NAUs). Independent Audit Bodies provide an opinion on the control systems of the NAs.

On top of this, DG EAC's supervisory controls aim (a) to obtain quantifiable error reporting through externalised financial audits and (b) to review the national control systems (primary and secondary controls)<sup>20</sup>. In addition, DG EAC received ex ante formal assurance from the National Authorities on the proper functioning of the control system of the National Agencies.

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<sup>16</sup> DG EAC assesses legality and regularity over each financial perspective, 2014-20.

<sup>17</sup> The residual risk of error is estimated by the residual error rate obtained from an examination of a representative sample of transactions less any corrections made resulting from the supervisory and control systems in place. DG Education, Culture, Youth and Sports aims to recover amounts due as a result of ex-post audits within 12 months from the completion of the audit, although these amounts are not normally material in the context of the budget as a whole.

<sup>18</sup> See annex 5 for more details on this management mode (also including details of the approach for the 2014-20 programme) and annex 6 for the list of National Agencies and corresponding amounts of appropriations managed.

<sup>19</sup> In line with the structure of indirect management in the Financial Regulation additional assurance is provided by an audit body functionally independent from the entrusted entity.

<sup>20</sup> See Annex 5 for a detailed description of this management mode.



The **structures in place to enable reporting under the Erasmus+ legal base are covered in Annex 5.**

### **Building blocks**

All individual management opinions for National Agencies are summarised yearly in overall management opinions by programme<sup>21</sup>. The information was deemed reliable after additional information and clarifications were obtained in the context of the annual reports by National Authorities, received in the last quarter of the year.

The **2018 NA Management Declarations and NA reports** confirmed in 2019 a **satisfactory level of quality and relevance**. 100% of all NA Declarations and Reports were received by 8 March 2019 which is one day later compared to last year.

48 out of 57 NAs (84%) had submitted their yearly report by the legal deadline of 15 February 2019 (whereas 47 out of 57 NAs (82%) in the previous year). All 2018 yearly reports were received by 11 March 2019.

In line with last year, **Independent Audit Opinions** have generally been **adequate** to support the assurance given, using the template provided by the Commission for the audit opinion, with no exceptions. DG EAC's supervision focused on ensuring transparent information was given on sampling coverage and the nature of the work carried out.

As regards supervisory controls, DG EAC has conducted a number of **financial ex-post audits and supervisory visits**<sup>22</sup>.

As a result of the above, DG EAC considers it has reasonable assurance on the implementation of the programmes by the NAs. The management information reported by the NAUs and NAs for the year 2018, which was received in 2019, is sufficient to draw reasonable assurance conclusions, with some exceptions (see below).

### **Key control results for assurance on National Agencies**

The key supervision and control results for assurance in 2019 are:

- **the primary controls by National Agencies,**
- **secondary controls by National Authorities and IAB (for Erasmus+),**
- **the "ADEC" financial audits performed by external auditors,**
- **supervisory visits carried out by DG EAC.**

#### **A. Primary and secondary control results**

Due to the reporting cycle of NAs, the error which can be reported in a given year's AAR is composed of data drawn from reports received during the reference year which cover control results relating to the year before. Therefore for AAR 2019, **control results obtained in 2014-2018 and reported in up to 2019 are used to calculate the error rate.**

For Erasmus+, data on primary checks is reported by NAs within the Epluslink reporting tool. On the basis of 10.396 closed random checks, 1.614 resulted in modification of the grant amount, with an overall error rate indicated of less than 1%.

<sup>21</sup>The IT tool NA Lifecard facilitates follow-up all recommendations from the Management declarations and audit opinions.

<sup>22</sup>In 2019, **10 supervisory visits** were carried out in **10 countries** (BE-fr EDU, DE EDU, IE EDU, NO EDU, BG ALL, FI ALL, IS ALL, ES YOU, LV YOU, SE YOU), at both National Authority and National Agency level. 3 National Agencies covered all fields, another 4 covered only the Education and Training fields and 3 covered only the youth field.

DG EAC performs a yearly data quality review of the primary checks, to ensure NAs properly review and encode the checks in the context of their Yearly Management Declarations. The errors recorded indicate that **the inherent and control risks for Erasmus+ are low**, resulting in a corresponding overall low error rate in the context of the extensive use of lump sums, flat rates, and scales of unit costs.

## **B. Supervisory control results (review of annual reporting and supervisory visits)**

As regards the **supervisory review** of the submissions made to DG EAC by the National Agencies and National Authorities, the indicator set on the number of National Authorities and National Agencies with at least one outstanding **critical or very important recommendation** showed overall comparable results with regard to the previous reporting (end 2018).

Compared to the situation of end 2018, at the end of 2019 there has been a slight increase in the number of NAUs/NAs with at least one very important or critical observation (from 19 to 21). The key control areas affected (decreasing from 5 to 4, were IAB related issues, monitoring and supervision activities by National Authorities, checks of grant beneficiaries and management supervision).

The slight increase of open 'very important' recommendations is first of all the case in the field of monitoring and supervision activities by National Authorities (7 National Authorities). This can be explained by the fact that the National Authorities in general do not sufficiently review whether the IAB audit report meets the minimum content requirements.

Secondly, the slight increase of open 'very important' observations is in the field of NA related various issues, mainly checks of grant beneficiaries (9 National Agencies) and NA grant award procedures (8 National Agencies), due to a limited number of various weaknesses.

A risk-based supervisory visit was made in 2019 to an NA competent in all fields for following up on a case of suspected fraud. The issues were not yet solved at year end but the NA made progress. There was only partial assurance for this NA at year end.

An opinion of reasonable assurance could not be given in 2019 for the Agency in Bulgaria (partial assurance representing 0.41% of multi-annual entrusted amounts). The Commission in cooperation with the NAU ensure continued **reinforced monitoring on this Agency** to ensure appropriate measures are taken to achieve reasonable assurance.

All 56 remaining agencies are considered to have given reasonable assurance. **DG EAC methodology for defining the materiality criteria**<sup>23</sup>, foresees the application of the following error rates for the different groups of NAs, which were identified in particular on the basis of the reporting by Authorising Officers by sub-delegation on the use of resources<sup>24</sup>.

Management costs of the National Agencies have been reviewed by the IABs and no issues of legality and regularity were detected.

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<sup>23</sup> See Annex 4 on materiality criteria.

<sup>24</sup> For the multi-annual approach, NAs that were considered lacking reasonable assurance in the past are only included in the calculation of this year's error rate if the observed past weaknesses have not been corrected yet.

| <b>Assurance level</b>   | <b>Number of NAs/NAU concerned</b> | <b>%Error attributed by methodology</b> |
|--|------------------------------------|---|
| NAs/NAUs with no assurance:  | 0                                  | 20%                                     |
| NAs/NAUs with partial assurance:   | 1                                  | 5%                                      |
| NAs/NAUs with reasonable assurance: combined multi-annual residual error rate detected in financial audits and primary controls by NAs | 56                                 | 0,747%                                  |

In terms of the contribution to the residual error rate, 0,0205% relates to the multiannual effect of NAs with partial or no assurance.

### **C. ADEC audits by external auditors**

The results of the **supervisory controls** by DG EAC, which consist of "ADEC" financial audits carried out at EU level as mentioned above showed a low level of error at the level of the National Agencies. Approached from a multi-annual perspective<sup>25</sup> and taking into account the impact of recoveries, the results 2014-2019 show a modest detected error rate of 0,07%.

The coverage of the residual error rates observed by the financial (so-called ADEC) audits of NAs and by the NAs' primary controls is complementary and there is little overlap between the two. While NA primary controls are designed to detect errors from beneficiaries that were not detected by the *ex ante* control system in the NA, financial audits focus on errors made by the NA (both *ex ante* and *ex post*)<sup>26</sup>. It has therefore been decided to add both error rates when calculating the residual error rate under indirect management through NAs. The resulting **combined multi-annual residual error rate**<sup>27</sup> observed from controls and audits is 0,82% (0,76% in AAR 2018<sup>28</sup>).

The Director responsible for the implementation of the Erasmus+ programmes has issued an opinion that National Authorities and National Agencies have put in place appropriate management and control systems and that they **function effectively** so as to give **reasonable assurance on the legality and regularity of the underlying operations, with partial assurance for one agency (Youth, France)**.

In October 2018 the new **European Solidarity Corps** programme was launched. It is implemented by Youth NAs. The funds available for grant support for 2018 and 2019 for Youth NAs amounted € 176.665.458. These funds are excluded for the calculation of the aggregate error because they have not yet been subject to any audit in 2019 ).

#### **Management's factual conclusion on the control results:**

- The aggregate 2014-2019 residual error rate for the implementation through NAs is estimated to be 0,82% (0,79% over 2014-2018).

- As this is below the 2% threshold, there is **no need to make a reservation for this management mode**.

<sup>25</sup> 93] audits over 2013-19 have covered all of the currently functioning NAs

<sup>26</sup> While NA primary controls may also detect errors made by the NA (which would constitute an overlap with ADEC audits) this is not their primary objective and the number of cases can be assumed to be limited.

<sup>27</sup> Error rate combining the errors for the programme as a whole since its beginning, reduced by the amounts of recoveries enabled by the audit process.

<sup>28</sup> Although recoveries are made following audits of NAs, there is no material effect on the error rate on a multiannual basis so the residual and gross error rate are effectively the same. The error rate combining the results of financial audits and primary ex post controls is calculated combining the relative weights of the Youth budget versus the other parts of Erasmus+, due to the different risk profiles.

## Benefits of control (NAs)

Quantified benefits include: errors detected *ex ante*, cost claimed but not accepted, financial corrections and recoveries made based on outcome of *ex post* controls, Court cases (with damages claims) won. Examples of unquantified benefits are reduced risk of fraud, deterrent effect of controls, prevention of conflict of interests, favourable auditor's opinion on reporting/accounting, unqualified discharge and avoiding reputational damage.

As regards benefits of controls, at present, a quantitative estimation of the total volume of errors detected and prevented is available, and is estimated to be as follows for each year of Delegation or the NAs:

| EP034 Final report<br>checks ( <i>ex ante</i> ) |        |                               |
|---|--------|-------------------------------|
| Year  | Rate   | Number of checks = population |
| 2014  | -0,36% | 19.714                        |
| 2015  | -0,47% | 21.286                        |
| 2016  | -0,39% | 22.320                        |
| 2017  | -0,31% | 19.166                        |

An average of 0,39% or €9,8m were corrected via *ex ante* controls carried out in the period 2014-19. The amounts recovered as a result of *ex post* controls are further quantifiable benefits (€0,04m in 2018, €0.4m in 2017). For further quantifiable benefits, this could be estimated using the hypothetical "no control" scenario, which would involve estimating the error which would result if all controls were taken away. A very prudent estimation, based on published research, is that an error rate in excess of 15% would be the minimum if the Commission or its intermediaries performed no controls at any stage. This in a general way shows that the control framework in place does not cost more than it "saves" in total.

Quantifiable benefits alone do not present the true situation with regard to the cost-effectiveness of controls. Non-quantifiable benefits resulting from deterrent effects of controls, the implementation of a sound management and control system, the positive reputational effect in the context of a substantial increase in the budget granted to DG EAC with the 2014-2020 Multi-annual Financial Framework, have to be taken into account to reach an informed conclusion as to the relative cost-effectiveness of the controls. Lastly, DG EAC makes extensive use of the management information provided by its systems to demonstrate the outputs of its programmes with respect to the different target groups, which is a highly important intangible benefit for the feedback to policy improvements and adjustments to the programmes.

Regarding the possibility foreseen in Financial Regulation art 74.5 to differentiate the frequency and/or the intensity of the DG's controls in view of the different risk-profiles among its current and future transactions: The current control framework is based on a single audit approach. The controls of entrusted bodies incorporate appropriate adaptation of in proportion to the associated risks while enabling an overall representative assessment of assurance on an annual basis. In addition, DG EAC has taken steps to rebalance controls in the 2019-20 period to ensure a greater emphasis on risky areas, given that a substantial sample has now been randomly sampled to support the overall estimation of inherent risk in the population.

## B. Supervision of the Education Audiovisual and Culture Executive Agency (EACEA)

DG EAC is the main parent DG of EACEA and has entrusted the Agency with the management of parts of Erasmus+, European Solidarity Corps and Creative Europe. As a consequence, DG EAC chairs of the Steering Committee of the agency with the other parent DGs and has a supervision role over the agency.

This supervisory role is defined in several legal documents and guidance (the Commission Delegation Act to EACEA, the Memorandum of Understanding between the DGs and the agency, the Commission Guidelines on Executive Agencies, etc.). In addition all the executive agencies participate in horizontal governance processes, such as the peer review of critical risks.

The parent DGs' supervision of the work of the Executive Agencies shall not blur the respective responsibilities and, in particular, it shall not result in duplication or overlap with the tasks of the agency.<sup>29</sup>

During 2019 DG EAC continued its reinforced supervision of the Agency. This has ensured a **close follow-up of the critical issues and close supervision** has been maintained throughout the current implementation of EACEA's action plan agreed with IAS. **EACEA has been effective in implementing the actions** according to the agreed timetable.

The IAS performed two audits<sup>30</sup> in 2017 and 2018 on the Agency's grant management. The audits concluded that there were weaknesses in the systems and issued two critical and several very important recommendations. The residual risks related to these recommendations may affect one or several control principles and/or components. The IAS contribution to the 2019 Annual Activity Report process states that the internal control systems in place for the audited processes of the Agency are effective.

As a result of the actions put in place by the Agency in 2018 and 2019 to respond to the audit recommendations, the IAS has closed all the recommendations from the phase I audit. The phase II recommendations are currently ready for review by the IAS. A third IAS audit on EACEA's *ex post* control (phase III) is ongoing.

In addition, the new Director of the Agency has implemented significant changes in the Agency to further improve the situation. In particular, a structural reorganisation of the Agency has been finalised. This has put EACEA on a sound basis for the next Multiannual Financial Framework. The Director of EACEA has accordingly made no reservation in EACEA's AAR 2019. DG EAC will continue to closely follow up the encouraging developments which are not yet complete, and work towards a new supervisory relationship once the new processes are at cruising speed.

**Key indicators** of EACEA have either met or surpassed target over the last four years. In terms of the subsidy paid by DG EAC (€46 million including contributions from DG NEAR managed by DG EAC), the EA has justified its use and any unused appropriations have been recovered by the parent Directorates-General.

On the budget lines for the EACEA subsidy, no specific difficulties were encountered and no weaknesses are to be reported.

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<sup>29</sup> Decision C(2014) 9109 of 2 December 2014 establishing guidelines for the establishment and operation of executive agencies financed by the general budget of the Union.

<sup>30</sup> Audit of Erasmus+ and Creative Europe grant management – phase I (from the call to the signature of contracts) and phase II (from project monitoring to payment).

## Assessment

Overall, DG EAC considers that its supervision of the Executive Agency, whose Authorising Officer receives delegation directly from the Commission, has been effective and sufficient in 2019, and looks forward to the closure of all outstanding recommendations.

All the reports foreseen in the Memorandum of understanding between EACEA and its parent DGs as well as the reinforced measures were provided, and enabled DG EAC to closely monitor the implementation of Erasmus+ and Creative Europe.

Therefore no reservation is required by the parent DGs.

### C. Supervision of the Research Executive Agency (REA)

#### Control results

DG EAC is **one of the parent Directorates-General** of the **Research Executive Agency (REA)**, which is responsible for implementing the major part of the Marie Skłodowska Curie Actions (MSCA), DG Research and Innovation being the lead parent DG for REA. The payments delegated to REA for MSCA (€966,13 million in 2019), represents 42,8% of REA's financial activity.

No issues are noted regarding DG EAC's contribution to REA's operating costs, which has received a consistently positive opinion from the European Court of Auditors.

In its AAR 2019, **REA has not made a reservation regarding the MSCA part of the H2020 Programme supervised by DG EAC**, based on specific audits for this low-risk segment. 163 audited MSCA participations have been finalised with an actual local representative residual error rate of only 1,29%. Given the non-representative number of audit findings, this error rate cannot be regarded as a statistically reliable estimate but corroborates the assessment of a low risk level of legality and regularity errors inherent to the People programme. The financing modalities for researchers mobility grants are based on an extensive use of unit costs and remain much simpler compared to other parts of H2020. The impact, in terms of ineligible, EU funding of the main type of error (i.e. underpayment of researchers) remains relatively low. The Director of REA confirms that he has reasonable assurance on the proper use of resources and that the available control procedures provide the necessary guarantees on the legality and regularity of underlying transactions for the programme managed for DG EAC.

Based on the regular reporting and monitoring activities carried out during the period, supervision of REA appears effective for the elements relevant to DG EAC. No reservation is required given that there is no weakness in terms of EAC's supervision responsibilities.

**No reservation is required on MSCA for 2019.** As regards DG EAC's specific participation, **REA's 2019 Annual Activity Report showed no reservation on the MSCA.** This is due to the favourable design of the grant scheme, with greater use of flat rates and unit costs making errors less likely. For this AAR of **DG EAC, no financial or reputational reservation** is required.

### D. Supervision of the European Investment Fund

#### Governance

At the end of 2014, DG EAC signed the Delegation Act with the European Investment Fund (EIF) as foreseen in the Erasmus+ legal base, for the implementation of the Student Loan Guarantee Fund. The scheme became operational in June 2015. Administrative and incentive fees have been paid to the EIF during 2018 concerning the



signature of guarantee agreements with financial intermediaries. With a cap at 90% for an individual loan and at 18% of the total portfolio volume, the EU risk is limited to 16% of the total loan amount. Guarantee payments to the Financial Intermediaries (due to defaults by students) have been quite limited so far.

The supervision framework with respect to the EIF is governed by a Financial Administrative Framework Agreement common to all instruments and a Delegation Agreement based on a template provided by central services which DG EAC has applied with no major derogations. DG EAC exercises its supervisory and operational control via the Steering Committee for the instrument, as well as through EIF's internal control framework supplemented by a number of 'Agreed Upon Procedures' (checks carried out by an external auditor).

### **Building blocks**

The reporting assurance is reinforced under the indirect management mode with an annual declaration of assurance, including on the results of monitoring and control of Financial Intermediaries, and an Independent Audit Opinion. DG EAC has agreed modalities for the reporting of the independent audit body using agreed-upon-procedures. Asset management is outlined in the "safeguarding of assets" section below.

### **Control, supervisory and audit results**

The agreed-upon-procedures report was received from the EIF's external auditor in accordance with the Delegation Agreement on 15 March 2019. No issues were noted as a result of the procedures carried out. In 2019 EIF conducted a monitoring visit to QNB Finansbank in Turkey, which was concluded with a list of actions relating to operational and compliance matters that needed to be undertaken in order for the FI to be aligned to the Erasmus+ SLGF requirements. No other issues were identified during 2019.

Due to the currently low financial exposure (no payments were due to the EIF in 2019), **DG EAC does not consider there is any significant assurance risk for EIF** relating to 2019 or arising from its supervisory activities as member of the Steering Committee and designated service for the instrument during the year.

## **E. Supervision of the European Institute of Innovation and Technology**

The executed payments made by DG EAC to the EIT in 2018 represent 13% of the total, or €345 million, of which €6.4 million is the operating budget of the EIT itself.

### **Governance**

The **Governing Board of the EIT** is entrusted with the role of strategic leadership and the overall direction of the operational activities implemented by the EIT Headquarters. It is independent and autonomous in its decision-making and is responsible for the selection, evaluation and support of the Knowledge and Innovation Communities (KICs). The Executive Committee supports the activities of the Governing Board (GB) by overseeing the implementation of its strategic decisions. It consists of the EIT Governing Board Chairperson and three appointed Governing Board Members.

In accordance with the EIT Regulation, the European Commission has appointed an **observer from DG EAC** to take part in the meetings of the **Governing Board** and of the Executive Committee.

**DG EAC** as partner DG **supervises EIT's operational and administrative activities**, as defined in the relevant regulations and via Memoranda of Understanding and Working Arrangements.

## **Building Blocks**

The EIT is responsible for the **primary and secondary controls on KICs activity**. The EIT's primary controls consist of performance assessment and administrative controls which are augmented by audit certification on the major items of expenditure in accordance with the Horizon 2020 methodology. *Ex post* audits after payment are performed on a representative and risk basis.

In addition to these building blocks, the EIT also maintains an **in-house internal audit capability** to provide recommendations to improve sound financial management.

EIT was granted **full financial autonomy as of 1<sup>st</sup> of January 2018**, and a Memorandum of Understanding (MoU) including provisions on reporting, monitoring and supervision, has been developed during 2018.

External to the EIT, the IAS is its internal auditor as defined in the framework financial regulation<sup>31</sup>. The European Court of Auditors is the external auditor in the context of the EIT's annual discharge, covering the entire budget of operational and administrative appropriations, and also provides recommendations via special reports. They are therefore valuable inputs for DG EAC in evaluating the performance of the EIT.

## **Control, supervisory and audit results**

As with Executive Agencies, DG EAC does not carry out direct audits or controls on the EIT or the KICs, but is able to carry out supervisory and monitoring visits in the context of its new MoU.

The **control results of the EIT's *ex post* audits showed a detected and residual error rate below 2%** (1,84%%, residual 1,82%)<sup>32</sup>, with no reservation being necessary in EIT's 2018 AAR. The Declaration of Assurance given by the European Court of Auditors for 2018 indicates that the EIT's accounts were true and fair and that the underlying transactions were legal and regular with no qualifications.

Nevertheless, and without qualifying their opinion, the Court included an "other matter" paragraph, in relation to handling amendment requests to the specific grant agreements (SGAs), an issue which has since been rectified in the approach to the reimbursement rate in subsequent years.

## **Benefits of control (EIT)**

As reported in its annual activity report, the EIT performs the technical and financial assessment of all final reports to assess the adequacy of the implementation of Business Plans and to establish the final balances due. In line with its EIT's Grant Assurance Strategy, in terms of cost eligibility the EIT relies mostly on Certificates on Financial Statements (CFS) issued by independent auditors. Ineligible costs identified and corrected at the *ex ante* stage are estimated to be 1,6,% of the amounts claimed by KICS.

**DG EAC considers that its supervision responsibilities were fulfilled and in view of the positive assessment by the ECA, and that it has assurance for 2019 for the EIT.**

<sup>31</sup> OJ L 328, 7.12.2013, p. 42–68

<sup>32</sup> <http://www.europarl.europa.eu/cmsdata/150424/Consolidated%20Annual%20Activity%20Report.pdf>



## F. Direct management

### Governance

DG EAC has a **small remaining amount of direct expenditure** (3% of executed payments during 2018) which is managed directly via centralised financial circuit, except for the Library and e-Resources Centre.

### Building blocks

As mentioned above, **financial initiation and verification tasks have been centralised** in a single financial cell in order to concentrate financial expertise and to benefit from economies of scale. In 2018 **ex post audits** of actions implemented by direct management by the DG through cost based grants (approximately 1,5% of executed payments) were carried out by an external audit firm and based on a random and risk selection methods across all such transactions of the DG, which provides a sound and conservative basis for applying the results of the controls to the full sub-population. In addition to ex-post grant audits, **additional ex post controls** are carried out for (immaterial) additional categories of transactions such as expenditure under procurement contracts and corporate services (Traineeship Office, Library and e-Resources Centre).

### Control results

**Authorising Officers by sub-delegation** have reported no issues that would put into doubt the assurance on this management mode, and previous accounting controls indicate the regularity and legality of transactions introduced in ABAC are reliable.

The multi-annual residual error rate **for DG EAC's direct management by the DG is 1% over 2014-2018** (0,83% over 2011-2017), which is below the 2% threshold. For the reasons above, it is considered that **DG EAC has reasonable assurance on direct management for 2018**.

## 1.4 Efficiency indicators

### Assessment of the control efficiency: National Agencies

Once the costs and benefits of controls have been assessed, the question is whether the **optimal** relationship exists between the resources used and the outputs (or results) produced. In addition to the resources used, pertinent efficiency indicators include:

**The workload in volume and value, i.e. the number of transactions (contracts, grants, payments etc.):**

National Agencies deal with a high workload in volume which is generally of low value (21,490 projects in 2018 with average value of approximately €87,000). This implies a generally higher cost of control, taking into account the need to be reactive to beneficiary needs.

**The number of audits and their audited amounts, the size/fragmentation of the programme, any (dis)economies of scale:**

To ensure economies of scale, systems checks are performed when justified by the volume in activity (so-called "top receivers"), factors resulting in diseconomies of scale include the diversity of sectors covered, and the need for National Agencies in every programme country, which can then be split into different sectors (e.g. Youth and VET), despite the fact that DG EAC encourages single NAs to be formed where possible. The programme also involves many communication and policy-development aspects which

require additional resources.

**The workload in complexity, i.e. the level of (expensive) expertise required to verify the regularity (e.g., eligibility, conformity, etc.) of the transactions; any high-risk profile:**

Due to the large number of applications and relatively low success rate, the volume of applications are initially assessed by experts who have to be guided, trained and managed by the National Agencies. The Commission has to provide extensive guidance and consultation to ensure a consistent approach is used across the programme countries.

**The time required to complete the processes (i.e. "time-to-Indicators", number of processes completed within the legal deadlines):**

On average, National Agencies meet the legal deadlines, but with some NAs there are ongoing issues with late payments, often for country specific reasons. Overall the situation has improved year-on-year:

| Call Year | Avg Time to Inform (days) | Avg Time to Grant (days) | Avg Time to First Pre-finance from Sign Agreement (days) |
|-----------|---------------------------|--------------------------|--|
| 2014      | 24,6                      | 86,0                     | 17,5   |
| 2015      | 18,9                      | 63,9                     | 14,2   |
| 2016      | 14,0                      | 64,6                     | 13,4   |
| 2017      | 13,2                      | 60,9                     | 14,6   |
| 2018      | 11,6                      | 63,4                     | 14,0   |
| 2019      | 11,0                      | 58,0                     | 11,6   |

**Assessment of the control efficiency: EIT**

Based on the information presented above, the *ex ante* (1,6%)<sup>33</sup> corrective capacity of the EIT is proportional to its total costs of control (2,47%), which makes the control efficiency high. This is achieved by the systematic framework of externalisation achieved by the EIT. This is further detailed in EIT's annual activity report.

**Assessment of the control efficiency: DG EAC direct management**

The following indicators confirm the high performance and quality of the DG EAC's financial management of its non-entrusted payments:

- The Accounting Officer of the Commission requested that all incoming invoices and cost claims be registered within seven calendar days. In 2019, DG EAC registered 97.5% of its 3.218 total invoices within this deadline.
- In 2019, DG EAC had an average cumulative payment time of 20 days for all invoices and cost claims. The number of late payments decreases compared to previous years with a late legal payment percentage of 3,1%. Those late payments have led to five late interest payments with a cumulative amount of interests of 3.667 €.
- In 2019, 5 waivers requests from the National Agencies over €100,000 were adopted by the College out of 10 files submitted (4 are still being analysed by the Legal Service and 1 was finally removed by the National Agency).

<sup>33</sup> See section 2.1.1.1.1 on benefits of control (EIT): Ineligible costs identified and corrected at the *ex ante* stage are estimated to be 2,05% of the amounts claimed by KICS.

## 1.5 Cost of controls

Per the Commission corporate policy, at least 90% of the 'payments made' (as per AAR Annex 3, Table 2) are to be covered under all 'significant expenditure' and shown in your Annex 5 to the AAR as a Relevant control system. For this reason, DG EAC's direct management which represents 3% of payments made, is not included, leaving only 2 relevant control systems: that related to National Agencies and to the EIT.

### *Cost estimates and sources: National Agencies*

For the National Agencies (NAs), DG EAC discloses separately:

- i. the Commission's cost;
- ii. the estimated cost at Member States and/or Entrusted Entities level as well as the source of these figures and how they were calculated.

**For Commission costs**, DG EAC has quantified the full-time equivalents (FTEs) allocated to the functions/activities listed in Annex 3 by using the best available data collection tool(s) at their disposal (e.g. ATLAS<sup>34</sup>, Unit Management Plans, surveys or studies). DG EAC therefore uses ATLAS figures applicable for 2018.

DG has estimated the related cost by using the average FTE costs communicated each year by DG Budget.

DG EAC also incurs control costs in the context of its external (ADEC) audits each year.

**For the Entrusted Entities level (indirect management, i.e. National Agencies):** these costs are estimated based on the management fees paid to them by the Commission, even though it is acknowledged in the guidance that these contributions cover broader elements than only control costs in the strict sense. The costs at Entrusted Entities (NAs) level is obtained via the National Authority October reports.

The costs are as follows:

|                                     |        |             |                      |             |
|-------------------------------------|--------|-------------|----------------------|-------------|
| Total payments DG EAC (without EIT) |        |             | <b>2.806.176.995</b> |             |
| NA Management Costs                 |        | 114.608.347 |                      |             |
| FTE                                 | 247,29 | 37.093.500  |                      |             |
| Audits                              |        | 323.200     |                      |             |
| Total costs EC                      |        | 152.025.047 |                      |             |
| % Costs of control Commission       |        |             | 5,42%                |             |
| Costs of control NA                 |        | 60.601.633  |                      |             |
|                                     |        |             |                      |             |
| Global total                        |        | 212.626.680 | 7,58%                |             |
|                                     |        |             |                      |             |
|                                     |        |             |                      |             |
|                                     |        | Ex ante     | 5,8%                 | 163.722.544 |
|                                     |        | Ex post     | 1,7%                 | 48.904.136  |

<sup>34</sup> Activity and Task Logging for Allocated Staff (DG HR's IT Tool in Sysper2).

| Percentage | Amount      | Stage                | Indicators (annual)   | Description   |
|------------|-------------|----------------------|---|---|
| 7,58%      | 212.626.680 | Overall indicator    | Overall cost of control (€ and %)                             | Total cost of controls of process out of total amounts managed during the year (payments made, revenues, assets, liabilities); amounts delegated or subject to a distinct discharge procedure are excluded from the total amounts managed |
| 5,83%      | 163.722.544 | All ex ante controls | Cost of ex ante controls (€ and %)                            | Total cost related to ex ante controls out of total amounts managed   |
| 1,74%      | 48.904.136  | ex post              | Cost of control ex post verifications and/or audits (€ and %) | Total cost related to ex post verifications and/or audits out of total verified and/or audited value  |

Overall, the revised global DG EAC cost of control for **NAs** including an estimate of entrusted entity costs for 2019 is 7,58% of the budget managed (see table above) and is a prudent and conservative estimate. The structures in place are considered to be cost-effective.

## Cost estimates and sources: European Institute of Innovation and Technology (EIT)

For EIT the cost calculation is more straightforward as it is monitored mainly by one unit and has a clearly distinguished administrative budget.

|                               |   |           |             |             |
|-------------------------------|---|-----------|-------------|-------------|
| Total payments EIT            |   |           | 415.988.884 | 409.201.334 |
| EAC FTE                       | 8 | 1.200.000 |             |             |
| % Costs of control Commission |   |           | 0,29%       |             |
| EIT management costs          |   | 6.787.550 |             |             |
| EIT Audit certificates        |   | 1.069.950 |             |             |
| EIT ex post audit             |   | 144.950   |             |             |
| EIT costs total               |   | 8.002.450 |             |             |
| % Costs of control EIT        |   |           | 1,92%       |             |
| Global total                  |   | 9.202.450 |             |             |
|                               |   |           | 2,21%       |             |
|                               |   | Ex ante   | 1,92%       | 7.987.550   |
|                               |   | Ex post   | 0,29%       | 144.950     |

Overall, the revised global DG EAC cost of control for EIT including an estimate of entrusted entity costs for 2019 is 2,21% of the budget managed (see table above) and is a prudent and conservative estimate. The structures in place are considered to be cost-effective.

### 1.6 Cost effectiveness of controls

Based on the most relevant key indicators and control results, DG EAC has assessed the effectiveness, efficiency and economy of the control system and reached **a positive conclusion on the cost-effectiveness of controls.**

**The applied control strategy is the best suited to fulfil the intended control objectives efficiently and at a reasonable cost.** This control strategy ensures an adequate balance between low error rates, fast payments and low costs of controls, while taking into account that reducing controls will also reduce the costs and speed up processes, but may increase the risk of error (and vice-versa).

Cost of controls are being limited by i) the elimination of redundancy in certified correct workflows where necessary; ii) the use of electronic workflows (instead of paper workflows) iii) delegating low risk transactions to lower hierarchical levels; and iv) modifying the control strategy by limiting the frequency of control checks in case no substantial errors had been detected.

The above mentioned evolution over time of the estimated costs of controls at Commission and entrusted level and of the average time to pay/grant/sign can serve as a basis for the conclusion on the cost-effectiveness of controls.

**DG EAC's control environment and control strategy remained stable** during the reporting year, the conclusion on the cost-effectiveness of controls is unchanged compared to last year. The corporate methodology for the estimation, assessment and reporting on the cost-effectiveness of controls was revised in September 2018 and

applied for the first time in the 2018 annual reporting. The difference in the estimated cost of controls as compared to previous years derives from this new methodology and does not reflect any substantial change in the DG's control strategy.

The factors contributing to the stability of the control environment include the continuity of the spending programmes and related types of transactions, and the stability of the DG's organisation. However, there are increasing risks related to the widening of the programme, increasing variety and heterogeneity of beneficiaries and the exponential growth in terms of budget in recent years. The costs of controls are reported on the basis of the latest available assessment.

2. Compulsory Table Y on "cost of control":

Detailed figures on the cost of control at Commission<sup>35</sup> level are to be reported in Table Y, but the reasons for any high estimated cost of controls must be reported in the body of the report.

In case the control systems are detailed per individual control stage in Annex 5, then the related control costs can be aggregated for each relevant control system and broken down per ex ante and ex post stages in Table Y.

**Table Y - Overview of the estimated cost of controls at Commission (EC) level:**

| Erasmus+ Managed by National Agencies |                         |  |                                |  |   |  |  |
|---------------------------------------|-------------------------|--|--------------------------------|--|---|--|--|
| Ex ante controls                      |                         |  | Ex post controls               |  |   | Total**                                      |  |
| EC total costs<br><br>(in EUR)        | funds managed (in EUR)* | Ratio (%)*:<br><br><i>Total ex ante control cost in EUR ÷ funds managed in EUR</i> | EC total costs<br><br>(in EUR) | total value verified and/or audited (in EUR) | Ratio (%):<br><br><i>Total ex post control cost in EUR ÷ total value verified and/or audited in EUR</i> | EC total estimated cost of controls (in EUR) | Ratio (%)*:<br><br><i>Total cost of controls ÷ funds managed</i> |
| 37.416.700,00                         | 2.806.176.995,45        | 1,33%  | 323.200,00                     | 296.332.290,72                               | 0,11%   | 37.739.900,00                                | 1,34%  |
| EIT                                   |                         |  |                                |  |   |  |  |
| Ex ante controls                      |                         |  | Ex post controls               |  |   | Total**                                      |  |

<sup>35</sup> The costs at Entrusted Entity level (e.g. the management fees paid, as a proxy) and/or at Member States level (in shared management) shall be reported, separately, in the beginning of the AAR body sub-section on 'economy'.

| <b>EC total cost</b><br><br><b>(in EUR)</b>          | <b>funds managed (in EUR)*</b> | <b>Ratio (%)*:</b><br><br><i>Total ex ante control cost in EUR ÷ funds managed in EUR</i> | <b>EC total costs</b><br><br><b>(in EUR)</b> | <b>total value verified and/or audited (in EUR)</b> | <b>Ratio (%):</b><br><br><i>Total ex post control cost in EUR ÷ total value verified and/or audited in EUR</i> | <b>EC total estimated cost of controls (in EUR)</b> | <b>Ratio (%)*:</b><br><br><i>Total cost of controls ÷ funds managed</i> |
|--|--------------------------------|---|--|---|--|---|---|
| 9.057.500,00   | 415.988.884                    | 2,18%   | 144.950,00                                   | 35.775.044,02                                       | 0,41%  | 9.202.450,00  | 2,21%   |
| <b>OVERALL estimated cost of control at EC level</b> |                                |   |  |   |  |   |   |
| <b>Ex ante controls</b>                              |                                |   | <b>Ex post controls</b>                      |   |  | <b>Total**</b>                                      |   |
| <b>EC total cost</b><br><br><b>(in EUR)</b>          | <b>funds managed (in EUR)*</b> | <b>Ratio (%)*:</b><br><br><i>Total ex ante control cost in EUR ÷ funds managed in EUR</i> | <b>EC total costs</b><br><br><b>(in EUR)</b> | <b>total value verified and/or audited (in EUR)</b> | <b>Ratio (%):</b><br><br><i>Total ex post control cost in EUR ÷ total value verified and/or audited in EUR</i> | <b>EC total estimated cost of controls (in EUR)</b> | <b>Ratio (%)*:</b><br><br><i>Total cost of controls ÷ funds managed</i> |
| 46.474.200,00  | 3.222.165.879,45               | 1,44%   | 468.150,00                                   | 277.106.265,63                                      | 0,17%  | 46.942.350,00                                       | 1,46%   |



## Additional information on financial management

|   |   |
|---|---|
| <i>cases of 'confirmation of instructions' (new FR art 92.3);</i>   | <i>None</i>   |
| <i>cases of financing not linked to costs (new FR art 125.3);</i>   | <i>Unit costs are used extensively in all programmes managed by DG EAC, where funding is based on the triggering events rather than actual costs incurred</i> |
| <i>Financial Framework Partnerships &gt;4 years (new FR art 130.4) *</i>  | <i>None. Delegation agreements are signed with National Agencies on an annual basis.</i>  |
| <i>cases of flat rates &gt;7% for indirect costs (new FR art 181.6); as decided by reasoned Commission Decisions</i>  | <i>None.</i>  |
| <i>cases of "Derogations from the principle of non-retroactivity [of grants] pursuant to Art 193 FR" (new FR art 193.2); the acceptance of costs incurred before the project grant application was submitted.</i> | <i>None.</i>  |

# **ANNEX 11: Specific annexes related to "Assessment of the effectiveness of the internal control systems"**

## **1.1 Audit observations and recommendations**

DG EAC had no critical or very important recommendations from the IAS in 2018.

While at the end of 2017, there were 6 outstanding IAS recommendations, by the end of 2018 **there were no open recommendations** for DG EAC, with 2 recommendations ready for review at IAS level to be followed up in 2019.

### ***Opinion of the Internal Auditor/ IAS Audits***

The IAS has concluded that the internal control systems in place for the audited processes are effective<sup>36</sup>.

There were 4 recommendations closed by IAS second half of 2019, 2 from the audit 'Performance management systems in DG EAC, including the contributions of Executive agencies and National agencies to the achievement of policy objectives' and 2 from the 'Audit in DG EAC on ex post financial audits, independent audit bodies' opinions and controls on grant proposal evaluation for Erasmus+ actions implemented by national agencies'.

A new audit on data protection is currently ongoing: 'Audit on the effectiveness of the protection of personal data of beneficiaries and participants of programmes under the responsibility of Directorate-General for Education, Youth, Sport and Culture'.

### **IAS audits in EACEA**

Actions were taken in response to the IAS Audit Report on Erasmus+ and Creative Europe – Grant Management phase II (from project monitoring to payment). All recommendations were declared as implemented by EACEA end of 2019. The IAS follow-up work and closure of the audit is expected in early 2020. The audit report presented one critical (quickly downgraded to 'very important') and two very important recommendations.

Earlier in 2019, following the implementation by EACEA of all recommendations from the IAS Audit Report on Erasmus+ and Creative Europe – Grant Management phase I (from the call to the signature of contracts) and the follow-up work performed by the IAS, the audit was closed.

Phase 3 of the IAS audit, covering the ex-post audits and follow-up after the final payment, started end of 2019. The IAS report is expected in the first half of 2020.

Results from the IAS consulting engagement on the governance and supervision of executive agencies, initially expected for the end of 2019, will eventually become available in the course of 2020.

Both EACEA and REA were involved in the Cost benefit Analysis (CBA) process launched by central services with support from the JRC. The results from the exercise, initially also expected for 2019, will eventually be made available in 2020.

Parent DGs under the leadership of DG EAC are for the moment continuing the

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<sup>36</sup> Ares(2020)958232

reinforced supervision of the Agency introduced as a result of the outcome of the IAS audits.

EACEA is about to implement a new Organigram as a result of a 'transformation project' carried out under the leadership of its new Director.

### ***European Court of Auditors' findings and recommendations***

There are references (but no errors reported) in this Chapter 5 to Erasmus cases in certain Member States, which could better align their national rules with Erasmus+. The Commission explained in the reply that there are certain inherent consequences of the unit cost application and equal treatment is ensured by the overall system. There is reference to the 2017 IAS audit on the effectiveness of EACEA's internal control systems of Erasmus + as regards the grant management phase and one recommendation to implement all outstanding recommendations. Efforts and improvements made so far by EACEA were also acknowledged by the ECA, as well as the fact that there are no overdue recommendations and the implementation is taking place as foreseen.

A small number of recommendations have been raised by the European Parliament in the context of the 2017 discharge and are closely followed up in the DG, together with those from previous discharge process<sup>37</sup>.

The Court of Auditors has published at the end of 2018 a report on Erasmus + performance audit: 'Mobility under Erasmus+': 'Millions of participants and multi-faceted European added value; however performance measurement needs to be further improved'. The special report resulted in 6 relatively minor recommendations for DG EAC, currently under implementation or closed.

DG EAC is involved as associated DG in a number of performance audits in relation to:

-'EU investments in cultural sites: a patchwork approach that deserves more commitment and coordination', addressed mainly to DG REGIO and DG EAC, with the adversarial meeting to be organised with ECA in February and report to be published by mid-2020.

-'Commission's public consultations engage citizens, but fall short of outreach and impact', addressed mainly for SG, with DG EAC as an associated DG, with 5 case studies selected. The report 19/2019 was published in September 2019 with no direct recommendations for DG EAC.

A new performance audit on Gender Equality has been launched early 2020, with the report expected to be published in the first quarter of 2021. This report is intended to cover several funds such as ESF, EAGF, EARDF and Erasmus.

An ECA audit about the Agencies performance: 'Are EU Agencies performance driven?' covered numerous Agencies, including EIT, but no direct recommendations for the Institute. This is expected to be published early 2020.

### **European Institute of Innovation and Technology (EIT)'s follow-up of discharge 2017**

The decision on Discharge 2017 for the European Institute for Technology (EIT) was adopted by the European Parliament decision of 26 March 2019. The EIT's efforts to improve its budgetary processes during the 2018 financial year resulted in a commitment implementation rate of 92 %, compared to 91 % in 2017.

The EIT is continuously working to encourage KICs to generate their own revenues with the aim of becoming financially sustainable. All of the fully operational EIT KICs are now generating their own revenues. From 2017 to 2018, the total revenues of the EIT's two first waves of KICs (EIT Climate-KIC, EIT Digital, EIT InnoEnergy, EIT Health and EIT RawMaterials) increased by more than 43%.

The EIT Governing Board, after having completed the final stage of the selection process, appointed the EIT Director by its decision of 19 August 2019.

The EIT introduced e-tendering and e-submission in 2018. The Institute has already processed several call for tender procedures via these e-procurement tools in 2019. The EIT has continued to take corrective measures and completed most of the open actions addressing the Court's comments from 2014, 2015 and 2016. A number of the remaining open actions are beyond the Institute's control, especially related to the EIT's staffing situation and the EIT's legal basis.

### **European Institute of Innovation and Technology (EIT)'s discharge 2018**

The Court of Auditors issued an unqualified audit opinion on the EIT for the discharge 2018 exercise on the basis that all the transactions underlying the annual accounts are legal and regular 'in all material respects'. This year the report no longer included an "other matter" paragraph.

### **Internal Audit Service (IAS) and Internal Audit Capability (IAC) audits in the EIT**

The **IAS** did not perform any audits at the EIT in 2019. The **IAC** of the EIT finalised the following reports in 2019: 2018 Follow-up to IAC recommendations, 2019 Validation of ABAC Access Rights, Letter to Management on Tuitions Fees, 2019 Follow-up to IAC recommendations, while the Audit on Budget Management was finalised in January 2020. The EIT management accepted all recommendations except one, which was accepted partly and drew up action plans. The EIT 2020 IAC Annual Audit Plan was issued in December 2019.

## **1.2 Assessment of the effectiveness of internal control systems**

### ***Methodology of DG EAC's annual assessment of internal control systems in 2019***

**The 2019 annual assessment of the functioning of the internal control system has been performed according to the methodology established in the 'Implementation Guide of the Internal Control Framework of the Commission'<sup>38</sup>. This assessment was based on**

(1) the outcome of the EU online internal control assessment survey organised within DG EAC between mid-November and end December 2019. This survey covered all internal control principles except the principles in relation to internal control oversight responsibility (ICP 2), risk assessment, including fraud and assessment of changes (ICP 7, 8, 9), and had a high participation rate of 89% on average<sup>39</sup>.

(2) the assessment of the implementation of DG EAC's internal control monitoring criteria for 2019.

(3) secondary sources such as assessment of exceptions and non-compliance events

<sup>38</sup> [https://myintracomm.ec.europa.eu/budgweb/EN/man/icrm/Documents/icf\\_implementation\\_guide.pdf](https://myintracomm.ec.europa.eu/budgweb/EN/man/icrm/Documents/icf_implementation_guide.pdf)

<sup>39</sup> 80% of managers and 95% of the group of selected staff participated in the survey

and mitigating measures in 2019, ongoing monitoring of the implementation of control and anti-fraud strategies, AOSD reports, and DG EAC Internal Control Action plan 2019 that are part of continuous internal control monitoring in DG EAC (see below), and the internal control assessment results and risks of DG EAC's Agencies.

The results of this assessment are reported here below. The final validation by senior management of the assessment by principle including actions for improvement in 2020 took place in March 2020. Following the organisation of DG EAC's internal control survey in November-December 2019, in January and February 2020, desk reviews, written consultations and bilateral meetings on the assessment outcome of each principle took place, followed by a meeting with units responsible for the implementation and coordination of internal control in DG EAC to consolidate the draft assessment at DG EAC level prior to validation by senior management.

### *Continuous internal control monitoring in DG EAC*

**DG EAC's management assesses on a continuous basis the effectiveness of the internal control systems** in order to determine whether they work as intended and ensuring that any control weaknesses in the system are detected, analysed and considered for improvement.

DG EAC's detailed **Internal Control Action plan 2019** is validated each year and is monitored on a regular basis, as well as the audit recommendations. Besides the fact that management of risks is part of daily management in DG EAC, in 2019 two risk and internal control assessment exercises were performed, i.e. at mid-term and at year end. **Exceptions and non-compliances** are continuously monitored. These deviations, including the state of play of mitigating measures were assessed and any deficiencies have been communicated, corrected and reported to senior management as part of the 2019 internal control assessment exercise in the context of the AAR<sup>40</sup>. In terms of **reporting to senior management**, the annual and mid-term reporting on internal control was complemented by two quarterly reports on the functioning of internal control and management systems and focus on the follow-up of critical items identified during specific and continuous monitoring of the performance of internal control. To strengthen internal control accountability, **4 trainings for heads and deputy heads of unit** were organised. In this way, a platform for exchange on internal control was created and internal control knowledge and awareness were brought closer to units in DG EAC in an oral way. Topics were carefully selected according to EAC's priorities and needs and related to the role of the AOSD and the expenditure lifecycle, MTR, IC, risk exercise, measurement of external communication activities, data protection, document management, data analytics and reporting services, novelties in human resources management in particular in relation to DG EAC's Development plan, the 2019 internal control assessment survey in DG EAC.

### *Assessment of the functioning of DG EAC's internal control systems in 2019*

**DG EAC has assessed its internal control system during the reporting year and concluded that it is effective and the components and principles are present and functioning well overall, but some improvements are needed as moderate deficiencies were identified, such as related to the availability**

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<sup>40</sup> Exceptions and non-compliance events registered in 2019 do not have a material impact on the implementation of the budget, and have no bearing on the Director-General's declaration of assurance. Overall, the existing controls are sufficient. Some additional mitigating actions are still to be followed up with the authorising officers concerned, in order to avoid similar situations in the future.

**of human resources adapted to the changing needs of the Directorate-General (internal control principle 4).**

This assessment has been performed on the basis of the 17 internal control principles and 5 components of the internal control framework, taking into account the deficiencies identified based on the above mentioned methodology and sources and their remedial measures where necessary.

- **The internal control principle 4 in relation to human resources management<sup>41</sup>** was assessed as present and functioning, with some improvements needed, mainly taking into account DG EAC's risk management exercise 2020 and the outcome of the 2019 EAC internal control assessment survey. **DG EAC assessed the risk of lack of sufficient capacity in 2020 and in view of the next MFF as high**, as was also the case in 2019. A screening analysis based on ATLAS, as foreseen for 2019, was not performed to mitigate this risk in 2019. In line with the expansion of its programmes proposed for the next MFF, DG EAC will shift to the category of bigger-spending DGs with increased financial and reputational exposure. This means DG EAC will need to develop management structures in line with similar DGs and services. **Measures identified but yet to be implemented** include better mapping of staff and profiles, analysis of service needs based on priorities, identification of negative priorities, assurance of sufficient resources for the maintenance of the current and development of the new IT system, and creation of a more agile workforce. An HR analysis is envisaged to be performed in 2020 based on the new ATLAS tool introduced by DG HR. Also, in the context of the follow-up actions to the 2018 DG HR staff survey results and the establishment of DG EAC's development plan, DG EAC is in the process of identifying ways of working smarter together of which some of them aim to increase collaboration (project based approach) and to support units with high workload. A pilot project has been launched on the digital education action plan with a cross sectional team of staff spending a percentage of their working time on the file.
- Some improvements are needed in relation to principle 8. The **review of the Anti-Fraud Strategy** (ICP 8 – assessment of the risk of fraud) was postponed in 2019 during the period when OLAF was preparing its guidance and organising workgroups for each family of DGs. With the overall Commission framework now in place, DG EAC will update its strategy in 2020 to ensure its long term alignment with the Commission-level objective. As necessary preparatory work, a risk assessment regarding the National Agencies was developed and approved by the Directors' Steering Committee.
- For the **principle 11 as regards selecting and developing general control activities over technology**, some improvements are needed as regards governance roles, IT security updates, project management plans and implementation practices, and software development practices **according to the recommendations from the 2019 IAS audit on information technology governance and project management<sup>42</sup>**. In 2020 DG EAC will continue to assess IT systems according to the new IT Security Risk Management Methodology (ITSRM<sup>2</sup>) of central services. Potential security-related shortcomings will be identified and security of systems will be upgraded where needed, with special focus on access to IT tools in the context of the new data protection regulation. These improvements are in any case with high priority on the radar, in parallel to

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<sup>41</sup> Internal control principle 4 in relation to commitment to attract, develop and retain competent individuals in alignment with objectives.

<sup>42</sup> The 2019 IAS audit report is available at Ares(2020)122543, and includes 4 recommendations that are rated as important.

the mitigation of **DG EAC's critical risk in relation to the readiness of the post-2020 IT tools** for the launch of the first calls in October 2020.

**DG EAC will closely follow up the internal control assessment results and risks of its Agencies, when available.**

**DG EAC has assessed its internal control system during the reporting year and has concluded that it is effective and that the components and principles are present and functioning but some improvements are needed as moderate deficiencies were identified related to the availability of human resources adapted to the changing needs of the Directorate-General (ICP4), the anti-fraud strategy (ICP8), and governance roles, IT security updates, project management plans and implementation practices, and software development practices (ICP11).**

**As regards HR, the improvements and remedial measures implemented or envisaged are a combination of internal reallocation of resources and taking active measures in the discussions of the next multi-annual financial framework to obtain a reinforcement of the DG to meet its new challenges.**

## ANNEX 12: Performance tables

The performance indicators reported in this annexe reflect the set of indicators of the **Strategic Plan 2016-2020**<sup>43</sup>, and are reported upon such as to ensure full coherence with others reporting document such as the Programme Statements which accompany the Draft Budget for a given year.

Each specific **objective** is linked to a single general objective, the one to which it contributes the most according to its title, its corresponding outputs and indicators laid down in the legal basis of the relevant programme, although it might also contribute to a lesser extent to another general objective.

**Indicators** reflect most of the legal requirements of the 2014-2020 programmes in terms of reporting. Indicators highlighted with an asterisk (\*) are from the programme legal basis. Their definition is included in the legal basis, however where additional specifications were added, these are in italic. More indicators and detailed information is provided in Programme Statements which accompany the Draft Budget for a given year.

As mentioned in the Strategic Plan, in the tables below, the **baseline** refers to 2013 if not specified otherwise. Certain targets have been set –where specified– either in the legal bases (indicators with an asterisk), or in agreement with Member States in other fora (e.g. Europe 2020, ET 2020, Open Method of Coordination). Other targets were set by DG EAC senior management, generally by extrapolation of past performance.

With regards to the **Erasmus+** indicators, results reflect the outcomes of activities and actions funded by the appropriations from the budget of the Union (aka EU 28) funding. As such, figures do reflect the total outputs of the programme, which is also funded by other sources such as appropriations arising from the participation of the EFTA/EEA countries, appropriations from external assigned revenues arising from the participation of the other countries into the Programme and appropriations corresponding to internal assigned revenues from recoveries. Specific figures relating to the total output of the programme can be found in the relevant sections of Part 1.

### To ease cross-referencing with planning documents:

- **Part 1 and Part 2 refer to the 2019 Management Plan Targets**
- **Part 3 and Part 4 refer to the 2016-2020 Strategic Plan Indicators**

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<sup>43</sup> [https://ec.europa.eu/info/publications/strategic-plan-2016-2020-education-and-culture\\_en](https://ec.europa.eu/info/publications/strategic-plan-2016-2020-education-and-culture_en)



# PART 1. MAIN OUTPUTS FOR THE YEAR

## Policy aspects of the main outputs for 2019

| Relevant general objective 1: A New Boost for Jobs, Growth and Investment   |   |                 |   |
|---|---|-----------------|---|
| Specific objective 1.1 : To develop the policy and investment strategies while taking into account the country specific data building on evidence policy strategy and evaluation and to contribute to an effective dissemination and exploitation of the results. |   |                 |   |
| Main outputs in 2019:   |   |                 |   |
| Delivery on legislative proposals pending with the legislator   |   |                 |   |
| Output  | Indicator   | Target for 2019 | Achieved  |
| Strategic Innovation Agenda for the period 2021-2027 of the European Institute of Innovation and Technology (EIT)   | Proposal for a decision of the European Parliament and of the Council | Q1 2019         | Adopted on 11/7/2019  |
| Proposal for a recast of the Regulation on the European Institute of Innovation and Technology (EIT)  | EC Proposal for a recast of the Regulation of the EIT                 | Q1 2019         | Achieved; the proposal has been adopted by the College in 11 July 2019  |
| Proposal for a Regulation on the future Erasmus programme   | Political Agreement   | 2019            | Council (Partial) General Approach and European Parliament first reading position adopted. Three interinstitutional trilogues took place during last trimester 2019. (Negotiations to be continued in 2020. Adoption expected during second half of 2020, pending MFF budget agreement) |
| Draft Regulation on the future European Solidarity Corps programme  | Political Agreement   | 2019            | Council (Partial) General Approach and European Parliament position agreed, trilogues on-going.   |
| Regulation establishing the Creative Europe programme   | Political Agreement   | Q1 2019         | Council (Partial) General Approach and European Parliament position agreed, trilogues on-going  |
| Draft Regulation on the future Horizon Europe programme – MSCA <sup>44</sup>  | Political Agreement   | 2019            | Partial political agreement by EP, Council and Commission. The MSCA part is agreed, except for the budget which depends on the overall MFF agreement.   |

<sup>44</sup> Chef de file: DG EAC

|  |  |                        |  |
|--|--|------------------------|--|
|  |  |                        | Adoption expected in Q1 2021.  |
| Draft Regulation on the future Horizon Europe programme – EIT <sup>45</sup>  | Political Agreement  | 2019                   | 11 July 2019   |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i>  |  |                        |  |
| <b>Output</b>  | <b>Indicator</b>   | <b>Target for 2019</b> | <b>Achieved</b>  |
| 2020 Annual work programme (AWP) for the implementation of 'Erasmus+'  | Commission Implementing Decision adopting the 2020 annual work programme for the implementation of 'Erasmus+'  | Q3 2019                | AWP 2020 has been endorsed by Erasmus+ programme committee on 3 and 4 July 2019 and adopted by the College by Commission Decision of 7 August 2019 C(2019)5823.<br><br>(AWP 2020 Revision to be endorsed by Programme Committee in January 2020) |
| 2020 Annual Work Programme European Solidarity Corps   | Commission Implementing Decision on the adoption of the 2020 annual work programme for the implementation of the European Solidarity Corps Programme   | Q3 2019                | 2020 AWP endorsed by Erasmus+ programme committee in the composition relevant for the European Solidarity Corps on 3 and 4 July 2019 and Decision C(2019)6150 adopted 7 August 2019.   |
| Creative Europe Media Work Programme 2020  | Commission Implementing Decision adopting the 2020 Annual Work Programme Creative Europe   | Q3 2019                | Adopted - C(2019)6151 of 23 August 2019  |
| 2019 Commission contribution to the House of European History  | Commission Implementing Decision on the Financing of the Commission contribution to the House of European History for the year 2019  | Q1 2019                | Decision adopted on 8 February 2019 (C(2019) 803 final)  |
| Commission Implementing Decision modifying the Commission Implementing Decision C(2016)5571 on the adoption of the 2019 annual work programme for the implementation of 'Erasmus+': the Union Programme for Education, Training, Youth and Sport | Commission Implementing Decision modifying the Commission Implementing Decision C(2016)5571 on the adoption of the 2019 annual work programme for the implementation of 'Erasmus+': the Union Programme for Education, Training, Youth & Sport | Q1 2019                | Decision C(2019)997 adopted on 15 February 2019  |
| Commission Implementing Decision on the financing of the Creative Europe Programme and the adoption of the work programme for 2019   | Commission Implementing Decision on the financing of the Creative Europe Programme and the adoption of the work programme for 2019   | Q1 2019                | Amendment (C(2019) 3167) adopted on 3/5/2019   |
| Commission Decision on 2019  | Commission Decision on   | Q1 2019                | 12/3/2019  |

<sup>45</sup> Chef de file: DG EAC

|  |   |                        |   |
|--|---|------------------------|---|
| Annual Work Programme for the implementation of the Preparatory Actions and Pilot Projects                       | 2019 Annual Work Programme for the implementation of the Preparatory Actions and Pilot Projects |                        |   |
| Update of the MSCA Work Programme 2020   | Adoption of Work Programme 2020   | Q2 2019                | Adopted 2 July 2019 - C(2019)4575   |
| Adoption of a Commission Delegated Act on supplementary performance indicators for the Creative Europe Programme | Adoption by the Commission  | Q1 2019                | The Commission Delegated Regulation (EU) 2019/1974 was adopted on the 17 <sup>th</sup> May 2019 and published in the Official Journal of the European Union the 20 <sup>th</sup> November 2019.   |
| <b>Other important outputs</b>   |   |                        |   |
| <b>Output<sup>46</sup></b>   | <b>Indicator</b>  | <b>Target for 2019</b> | <b>Achieved</b>   |
| Staff Working Document on Education and Training Monitor 2019  | Commission adoption   | Q3 2019                | Adopted on 26 September 2019  |
| Education Summit   | Organisation of the event   | Q3 2019                | Took place on 26 September 2019.  |
| Forum on the Future of Learning  | Organisation of the event   | Q1 2019                | Achieved on 24 January 2019   |
| Prospective studies as input to the successor of Europe 2020 strategy and the 'Future of Learning' agenda        | At least 2 studies launched   | Q4 2019                | 4 studies launched and completed - 1 final invoice is already paid and 3 are in the pipeline.   |
| 8 <sup>th</sup> University-Business Forum  | Organisation of the event   | Q2 2019                | Achieved on 24 and 25 October 2019  |
| Policy support to the Working Group on Digital Education: Learning, Teaching and Assessment                      | 2 meetings  | Q4 2019                | 1 Peer Learning Activity, 1 plenary and 2 online meetings of the group have been held.  |
| Policy support to the ET 2020 Working group (WG) on Promoting common values and inclusive education              | 2 meetings  | Q4 2019                | Two Peer Learning Activity and two WG meetings have been held. 2nd WG meeting on 28 and 29 November 2019.   |
| Policy support to the Working Group Schools  | Availability of thematic policy guidance (interim reports) on the basis of peer learning        | Q4 2019                | WG meetings: February, June and November 2019<br>Peer Learning Activities: February (quality assurance), May (teachers and school leaders), October (teachers and school leaders)<br>Expert seminar: May (quality assurance), September (teachers and school leaders), October (quality |

<sup>46</sup> Where necessary, the output will be accompanied by the relevant analytical Staff Working Document

|   |   |         |   |
|---|---|---------|---|
|   |   |         | assurance)<br><br>In total, 5 thematic reports (interim outputs) were delivered in 2019.  |
| Policy support to the Working Group on early childhood education and care                   | Availability of thematic policy guidance (interim reports) on the basis of peer learning meetings | Q4 2019 | Work programme adopted.<br>WG meetings: March and September 2019 (one meeting moved from December 2019 to January 2020)<br>PLA: June and October 2019.<br>WG report, policy recommendations on raising attractiveness of the profession and toolbox on inclusion by end of mandate, mid-2020. |
| Policy support to the Working Group on Higher education                                     | Availability of thematic policy guidance (interim reports) on the basis of peer learning          | Q4 2019 | 2 Plenary WG meetings, 1 peer-learning activity on inclusion (BXL), 1 peer-learning activity on academic integrity (CY).  |
| Implementation of the Service Level Agreement (SLA) for the House of European History (HEH) | Financing Decision  | Q4 2019 | SLA has been implemented as foreseen  |

## A. ERASMUS+, THE UNION PROGRAMME FOR EDUCATION, TRAINING, YOUTH AND SPORT

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |   |  |   |
|---|---|--|---|
| <b>DG EAC Specific objective 2.0: To ensure an efficient and effective implementation of the programme</b>  |   | Related to spending programme <b>Erasmus+</b> (Education and Training) |   |
| <b>Main outputs in 2019:</b>  |   |  |   |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i> |   |  |   |
| <b>Output</b>   | <b>Indicator</b>                                | <b>Target for 2019</b>   | <b>Achieved</b>   |
| Erasmus+ Programme Committee  | N° of meetings                                  | 3<br>(1 in Q1 and 2 in Q2)   | 3<br>(January, April and July 2019).                                |
| General Call for Proposals (and Programme Guide)  | Timely publication                              | Q4 2019  | Published in November 2019  |
| National Agencies guidance documents  | Validation and sending of the 2019 guidelines   | Q1 2019  | Erasmus+ and ESC Guide for NAs core part published on 4 March 2019. |
| Effective WP management   | N° of Delegation Agreements signed              | 56   | 58 signed   |
|   | Timely signature of Delegation Agreements (Das) | Q2 2019  | 98%<br>only the UK Da was late due to Brexit questions              |
|   | N° of meetings of National Agencies (NAs)       | 2 (Q2 and Q3)  | 2 (June and November 2019)  |
|   | Budget execution                                | 100%   | 100%  |
| Follow-up phases to the HAQAA initiative (Harmonisation, Quality Assurance and Accreditation)   | Full implementation                             | Q4 2019  | 100%  |
| Co-funded call with Japan to finance additional Erasmus Mundus Joint Degrees  | Successful implementation                       | Q4 2019  | 100%<br>Three consortia funded by the call.                         |

## Education and Training

| Relevant general objective 1: A New Boost for Jobs, Growth and Investment  |   |                           |  |           |
|--|---|---------------------------|--|-----------|
| Specific objective 2.1: To improve the level of key competences and skills, in particular through increased opportunities for learning mobility and strengthened cooperation with the world of work in education and training with particular regard to the relevance of these key competences and skills for the labour market and their contribution to a cohesive society |   |                           | Related to spending programme <b>Erasmus+</b> (Education and Training) |           |
| Main outputs in 2019:  |   |                           |  |           |
| Important items from work programmes/financing decisions/operational programmes<br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i>   |   |                           |  |           |
| Output   | Indicator   | Target for 2019 for EU 28 | Achieved   |           |
|  |   |                           | EU28   | Total     |
| Effective implementation of the Erasmus+ 2019 Annual Work programme  | N° of individual Mobility of Staff (HE – VET - Schools – Adult) | 113 654                   | 158 291  | 173 908   |
|  | N° of students Mobility HE                                      | 309 060                   | 336 495  | 369 694   |
|  | N° of learners Mobility VET                                     | 121 200                   | 153 624  | 168 781   |
|  | N° of Erasmus Mundus Joint Masters <sup>47</sup>                | 5 300                     | 3 755  |           |
|  | N° of Masters Student loan guarantee facility <sup>48</sup>     | 1 150                     | 450  | 450       |
|  | N° of operating grants for National Agencies (NAs)              | 55                        | 58   |           |
| Pilot project: A First Step towards a European Framework for the Mobility of Makers  | Publication of pilot Call                                       | Q4 2019                   | Grant signed   | agreement |

<sup>47</sup> Only a single Student loan guarantee facility transaction could be completed in 2019. Two further applications were not pursued due to concerns regarding the conformity with the legal basis.

<sup>48</sup> The Commission is reducing the yearly budget allocations to the Master Loan Guarantee Facility in line with its lower volumes - due to its delayed launch, low take-up among financial institutions and a lack of awareness among students.

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>   |  |  |  |
|--|--|--|--|
| <b>Specific objective 2.2: To foster quality improvements, innovation excellence and internationalisation, in particular through enhanced transnational cooperation at the level of institutions/organisations between education and training providers and other stakeholders</b> |  | Related to spending programme<br><b>Erasmus+</b><br>(Education and Training) |  |
| <b>Main outputs in 2019:</b>   |  |  |  |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i>  |  |  |  |
| <b>Output</b>  | <b>Indicator</b>   | <b>Target for 2019</b>   | <b>Achieved</b>  |
| Effective implementation of the Erasmus+ Annual Work programme   | N° of Strategic partnerships   | 3 916  | 3 666  |
|  | Knowledge Alliances / Sector Skills Alliances  | 42   | 51<br>Sector Skills Alliances:<br>18 projects selected<br>(5 under Lot1,<br>7 under Lot2,<br>6 under Lot3).<br>Knowledge Alliances:<br>33 projects selected. |
|  | N° of Web platforms  | 4  | 4<br>E&T :<br>1) eTwinning<br>2) School Education Gateway<br>3) EPALE<br>Youth:<br>4) European Youth Portal  |
| Connectedness among stakeholders   | N° of registered users of online communities (mainly teachers and school education staff, adult educators, higher education) | 820 000 registered users   | 877 647 registered users:<br>(a) School Education Gateway: 73 360<br>(b) EPALE: 59 323<br>(c) eTwinning: 744 964   |
| University-Business Forum  | Organisation of a 8 <sup>th</sup> UB Forum in Brussels   | Spring 2019  | 24 and 25 October 2019   |

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

**Specific objective 2.3: To promote at policy level, in particular through enhanced policy cooperation, the dissemination of good practices and better use of Union transparency<sup>49</sup> and recognition tools in education and training: the emergence of a European area of skills and qualifications, policy reforms at national level for the modernisation of education and training systems in a lifelong perspective, and digital learning**

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

### Main outputs in 2019:

**Important items from work programmes/financing decisions/operational programmes**  
*For a complete listing of expenditure-related outputs please refer to the Programme Statements*

| Output   | Indicator                        | Target for 2019 | Achieved   |
|--|----------------------------------|-----------------|--|
| Online compendium of good practices                              | Number of good practices on-line | 100             | 0 <sup>50</sup>  |
| ET 2020 group meetings   | Number of meetings               | 11              | 17 Higher education: 2; Early Childhood Education and Care: 2; Schools: 3; Digital Education: 4 [inc. 2 online], Common Values 2; Vocational Education and Training: 2; Adult education: 2   |
| ET 2020 peer learning activities (PLAs) and reports              | Number of PLAs/reports           | 15              | 20<br>Higher education: 2 PLA, Schools: 3 PLA, 2 Seminars, Digital Education: 4, Common Values 2, Early childhood education and care: 2, Vocational Education and Training: 3, Adult education: 2  |
| Preparatory Action on Recognition of School Study Periods Abroad | Successful launch of the action  | Q4 2019         | The call for tender EAC/10/2019 was published on 4/06/2019 (submission deadline: 5/09/2019). It was evaluated in September, and the contract signed in December 2019 with the consortium EFIL, EIESP and CESIE, for the two-year preparatory action. |

<sup>49</sup> The Union transparency aspect is under DG EMPL responsibility.

<sup>50</sup> The online compendium was put on hold and offline in 2019, time to reassess if the proposed format is still pertinent



| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |   |  |                 |
|---|---|--|-----------------|
| <b>Specific objective 2.4: To support the Union's external action, including its development objectives, through targeted capacity-building in partner countries, cooperation between Union and partner-country institutions or other stakeholders and the promotion of mobility, and to enhance the international dimension of activities in education and training by increasing the attractiveness of European higher education institutions</b> |   | Related to spending programme <b>Erasmus+</b> (Education and Training) |                 |
| <b>Main outputs in 2019:</b>  |   |  |                 |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i>   |   |  |                 |
| <b>Output</b>   | <b>Indicator</b>                                  | <b>Target for 2019</b>   | <b>Achieved</b> |
| Effective implementation of the Erasmus+ 2019 Annual Work programme   | N° of international Student and Staff Mobility    | 30 000   | 55 071          |
|   | N° of international students in master degree     | 238  | 418             |
|   | N° of international HE Capacity building projects | 143  | 163             |

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |                                   |  |  |
|---|-----------------------------------|--|--|
| <b>Specific objective 2.5: To improve the teaching and learning of languages and promote the Union's broad linguistic diversity and intercultural awareness</b>                                 |                                   | Related to spending programme <b>Erasmus+</b> (Education and Training) |  |
| <b>Main outputs in 2019:</b>  |                                   |  |  |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i> |                                   |  |  |
| <b>Output</b>   | <b>Indicator</b>                  | <b>Target for 2019</b>   | <b>Achieved</b>  |
| Cooperation with the Council of Europe <sup>51</sup>  | Implementation of the cooperation | Q3-Q4 2019   | Previous cooperation agreement completed and evaluated in Q2 2019. New cooperation agreement signed in September 2019, for 1 year. (rolling project) |

<sup>51</sup> In particular on teaching practices in multilingual classrooms, language awareness in schools, assessment methods and linking pedagogies to the Common European Framework of Reference for language competences (RELANG project).

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |   |  |  |
|---|---|--|--|
| <b>Specific objective 2.6: To promote excellence in teaching and research activities in European integration through the Jean Monnet activities worldwide</b>                                   |   | Related to spending programme <b>Erasmus+</b> (Education and Training) |  |
| <b>Main outputs in 2019:</b>  |   |  |  |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i> |   |  |  |
| <b>Other important outputs</b>  |   |  |  |
| <b>Output</b>   | <b>Indicator</b>  | <b>Target for 2019</b>   | <b>Achieved</b>  |
| 30 <sup>th</sup> Anniversary of Jean Monnet Actions   | Successful organisation of the Anniversary events (see also indicators for the external communication activities) | Q4 2019  | 100%<br>More than 100 events (112) organised under the framework of the 30th Jean Monnet Anniversary by Jean Monnet beneficiaries.<br>4 Events have been organised by DG EAC.A.1: 2/05, Florence (IT), 18/06 Brussels (BE), 13 and 14/09 Nafplio (GR), 19/11 Brussels (BE) |
| Pilot Project Jan Amos Prize  | Publication of a call to prepare the prize  | Q4 2019  | Call has been published.   |

## Empowering Youth

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |                             |   |                 |
|---|-----------------------------|---|-----------------|
| <b>Specific objective 2.7: To improve the level of key competences and skills, in particular through increased opportunities for learning mobility and strengthened cooperation with the world of work in the field of youth including for young people with fewer opportunities, those active in youth work or youth organisations and youth leaders with particular regard to participation in democratic life in Europe and the labour market, active citizenship, intercultural dialogue, social inclusion and solidarity</b> |                             | Related to spending programme <b>Erasmus+</b> (Youth) |                 |
| <b>Main outputs in 2019:</b>  |                             |   |                 |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i>   |                             |   |                 |
| <b>Output</b>   | <b>Indicator</b>            | <b>Target for 2019</b>                                | <b>Achieved</b> |
| Effective Implementation of the 2019 annual work programme of the EP Preparatory Action 'DiscoverEU'  | N° of young people applying | 140 000   | 168 107         |

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

**Specific objective 2.8: To foster quality improvements, innovation excellence and internationalisation, in particular through enhanced transnational cooperation at the level of institutions/organisations between organisations in the youth field and other stakeholders**

Related to spending programme **Erasmus+** (Youth)

**Main outputs in 2019:**

**Important items from work programmes/financing decisions/operational programmes**  
*For a complete listing of expenditure-related outputs please refer to the Programme Statements*

| Output  | Indicator                       | Target for 2019 | Achieved |
|---|---------------------------------|-----------------|----------|
| Horizontal coordination with NAs and organisation of thematic cooperation (trainings, etc.) | Number of strategic partnership | 2 530           | 4 379    |

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

**Specific objective 2.9: To promote at policy level, in particular through enhanced policy cooperation, the dissemination of good practices and better use of Union transparency and recognition tools in the field of youth: evidence-based youth policy, as well as the recognition of non-formal and informal learning, with a view to complementing policy reforms at local, regional and national level**

Related to spending programme **Erasmus+** (Youth)

**Main outputs in 2019:**

**Important items from work programmes/financing decisions/operational programmes**  
*For a complete listing of expenditure-related outputs please refer to the Programme Statements*

| Output  | Indicator                                     | Target for 2019 | Achieved |
|---|---|-----------------|----------|
| Horizontal coordination with NAs and organisation of thematic cooperation (trainings, etc.) | N° of Youth Dialogue projects                 | 166             | 272      |
| Effective implementation of the Erasmus+ 2019 Annual Work programme                         | N° of operating grants to European Youth NGOs | 73              | 85       |
| Adoption of the WP  | N° of support to Eurodesk                     | 35              | 35       |
| Support to the European Youth Forum   | Development of the European Youth Forum       | 1               | 1        |

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |  |                        |   |
|---|--|------------------------|---|
| <b>Specific objective 2.10: To support the Union's external action, including its development objectives, through targeted capacity-building in partner countries, cooperation between Union and partner-country institutions or other stakeholders and the promotion of mobility, and to enhance the international dimension of activities in the field of youth in particular as regards the role of youth workers and support structures for young people.</b> |  |                        | Related to spending programme <b>Erasmus+</b> (Youth)   |
| <b>Main outputs in 2019:</b>  |  |                        |   |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i>   |  |                        |   |
| <b>Output</b>   | <b>Indicator</b>   | <b>Target for 2019</b> | <b>Achieved on 31/12/2019</b>   |
| Effective implementation of the Erasmus+ 2019 Annual WP   | N° of capacity building projects (international dimension)   | 79                     | 121   |
| Partnership between the European Union and the Council of Europe in the field of youth – particular focus on cooperation with EU neighbourhood  | Organisation of or contribution to various activities on youth work, youth participation and social inclusion of youth | Throughout 2019        | The activities planned in the Partnership 2019 work plan agreed by the two partner international organisations were carried out successfully. |

## Sport

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |   |                                   |   |
|---|---|-----------------------------------|---|
| <b>Specific objective 2.11: To support good governance in sport and dual careers of athletes</b>  |   |                                   | Related to spending programme <b>Erasmus+</b> (Sport)                                     |
| <b>Main outputs in 2019:</b>  |   |                                   |   |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i> |   |                                   |   |
| <b>Output</b>   | <b>Indicator</b>  | <b>Target for 2019</b>            | <b>Achieved on 31/12/2019</b>   |
| Effective implementation of the Erasmus+ 2019 Annual WP   | N° of cross-border projects to improve good governance and dual careers | 70                                | 72<br>(Good governance 10, Dual career 17, Education in small 40 and Traditional games 5) |
| EU Sport Forum  | Organisation of the Forum   | Forum to take place in April 2019 | 8 and 9 April 2019 - Bucharest  |

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |  |  |   |
|---|--|--|---|
| <b>Specific objective 2.12: To tackle cross-border threats to the integrity of sport, such as doping, match-fixing and violence, as well as all kinds of intolerance and discrimination</b>     |  |  | Related to spending programme <b>Erasmus+</b> (Sport) |
| <b>Main outputs in 2019:</b>  |  |  |   |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i> |  |  |   |

| Output  | Indicator  | Target for 2019 | Achieved         |
|---|--|-----------------|------------------|
| Effective implementation of the Erasmus+ 2019 Annual WP | N° of cross-border projects to combat threats to sport | 42              | 26 <sup>52</sup> |

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |  |                 |  |
|---|--|-----------------|--|
| <b>Specific objective 2.13: To promote voluntary activities in sport, together with social inclusion, equal opportunities and health-enhancing physical activity through increased participation in, and equal access to sport.</b> |  |                 | Related to spending programme<br><b>Erasmus+ (Sport)</b> |
| <b>Main outputs in 2019:</b>  |  |                 |  |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i>                                     |  |                 |  |
| Output  | Indicator  | Target for 2019 | Achieved   |
| Effective implementation of the Erasmus+ 2019 Annual Work programme   | N° of cross-border projects to enhance social inclusion  | 168             | 162  |
| 5th European Week of Sport  | Organisation of the event  | Q3 2019         | From 23 to 30 September 2019                             |
| #BeInclusive EU sport awards  | Organisation and attribution of the award  | Q4 2019         | 21 November 2019 in Brussels                             |
| Pilot project: Sport as a tool for integration and social inclusion of the refugees.  | Selection of the projects among the applications received via the call for proposals and contracts | Q3 2019         | Done   |
| Pilot project: the monitoring and coaching, through sports, of youngsters at risk of radicalisation.  | Selection of the projects among the applications received via the call for proposals and contracts | Q3 2019         | Done   |
| Continuation of ongoing pilot project: Exchanges and mobility in sport.   | Selection of the projects among the applications received via the call for proposals and contracts | Q3 2019         | Done   |

<sup>52</sup> Due to low number of applications received. The topics are specific and of scientific/research nature.

## B. EUROPEAN SOLIDARITY CORPS

| Relevant general objective 1: A New Boost for Jobs, Growth and Investment   |   |  |                      |
|---|---|--|----------------------|
| Specific objective 6.1.: To improve the level of key competences and skills, in particular through increased opportunities for learning mobility and strengthened cooperation with the world of work in the field of youth including for young people with fewer opportunities, those active in youth work or youth organisations and youth leaders with particular regard to participation in democratic life in Europe and the labour market, active citizenship, intercultural dialogue, social inclusion and solidarity |   | Related to spending programme <b>European Solidarity Corps</b> |                      |
| Main outputs in 2019:   |   |  |                      |
| Important items from work programmes/financing decisions/operational programmes<br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i>  |   |  |                      |
| Output  | Indicator   | Target for 2019  | Achieved             |
| Platform on the European Solidarity Corps on the EU Youth Portal  | N° of young people newly registered in the European Solidarity Corps database in 2019 | 60 000   | 90 698               |
|   | N° of young people deployed in the European Solidarity Corps in 2019                  | 18 500   | 17 112 <sup>53</sup> |

<sup>53</sup> This figure is not yet final as the way tools work does not enable to capture the exact number of young people who had started their activity by 31/12/2019. Therefore, what is reported here is the number of deployments as it is known at the time of reporting.

## C. HORIZON 2020, THE EU FRAMEWORK PROGRAMME FOR RESEARCH AND INNOVATION

### *Marie Skłodowska-Curie Actions, contributing to economic growth through excellence in science*

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |                            |   |  |
|---|----------------------------|---|--|
| <b>DG EAC Specific objective 3.0 MSCA: To ensure an efficient and effective implementation of the programme</b>   |                            | Related to spending programme<br><b>Horizon2020</b> |  |
| <b>Main outputs in 2019:</b>  |                            |   |  |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i> |                            |   |  |
| <b>Output</b>   | <b>Indicator</b>           | <b>Target for 2019</b>                              | <b>Achieved</b>  |
| Effective WP management   | Budget execution           | 100%  | 100%   |
|   | N° of calls published      | 4   | 4  |
| Romanian Presidency Conference on MSCA  | Organisation of the event  | Q2 2019   | 4 and 5 June 2019  |
| <b>Other important outputs</b>  |                            |   |  |
| <b>Output</b>   | <b>Indicator</b>           | <b>Target for 2019</b>                              | <b>Achieved</b>  |
| Proposal for a legal base for Horizon Europe (MSCA contribution)  | Adoption of Horizon Europe | Q3 2019   | On track: partial adoption by the co-legislators. The MSCA part is agreed, except for the budget which depends on the overall MFF agreement. Adoption expected in Q1 2021. |

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>   |                           |  |   |
|--|---------------------------|--|---|
| <b>Specific objective 3.1: Excellent science – Marie Skłodowska-Curie Actions – To ensure optimum development and dynamic use of Europe's intellectual capital of researchers in order to generate new skills and innovation and, thus, to realise its full potential across all sectors and regions</b> |                           |  | Related to spending programme<br><b>Horizon2020</b> |
| <b>Main outputs in 2019:</b>   |                           |  |   |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i>  |                           |  |   |
| <b>Output</b>  | <b>Indicator</b>          | <b>Target for 2019</b>                                 | <b>Achieved</b>                                     |
| Implementing projects  | N° of grants awarded      | 1 900  | 1 665 <sup>54</sup>                                 |
| European Researchers' Night  | Organisation of the NIGHT | Q4 2019<br>50 projects with a wide geographical spread | 100%<br>Events took place on 27 September 2019.     |

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

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |   |   |   |
|---|---|---|---|
| <b>DG EAC Specific objective 3.0 EIT: To ensure an efficient and effective implementation of the programme</b>  |   |   | Related to spending programme<br><b>Horizon2020</b> |
| <b>Main outputs in 2019:</b>  |   |   |   |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i> |   |   |   |
| <b>Output</b>   | <b>Indicator</b>                            | <b>Target for 2019</b>  | <b>Achieved on 31/12/2019</b>                       |
| 2020-2021 EIT Single Programming Document (SPD)   | Adoption of the opinion                     | Q3 2019   | 23 December 2019                                    |
| Effective WP management   | N° of grant agreements signed               | 8   | 8   |
|   | SME participation in KIC partnerships       | 40%   | 30% <sup>55</sup>                                   |
|   | N° of communication and outreach activities | 10 newsletters published and at least 3 stakeholder events held | Yes   |
|   | Budget execution                            | 100%  | Yes   |

<sup>54</sup> The precise number is dependent on the date of the various calls and signed grant agreements. MSCA has funded bigger projects in terms of budget and therefore less projects than initially expected.

<sup>55</sup> The new EIT legislative package of July 2019 proposes measures to increase transparency, openness and the regional outreach of the EIT Community, including the participation of the SMEs, which is expected to increase in 2021-2027.



| <b>Other important outputs</b> |   |                        |   |
|--------------------------------|---|------------------------|---|
| <b>Output</b>                  | <b>Indicator</b>  | <b>Target for 2019</b> | <b>Achieved on 31/12/2019</b>   |
| Impact assessment (IA)         | Adoption of the report                                    | Q1 2019                | Achieved; Impact assessment report received positive opinion from RSB on 4 April 2019 |
| Revision of the legal basis    | Drafting of the proposal and submission to co-legislators | Q1 2019                | Achieved; the proposal has been adopted by the College in 11 July 2019                |
| 2018 discharge process         | Acceptance of the discharge                               | Q4 2019                | Yes   |

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |   |                        |  |
|---|---|------------------------|--|
| <b>Specific objective 3.2: The European Institute of Innovation and Technology – To integrate the knowledge triangle of research, innovation and higher education and thus to reinforce the Union's innovation capacity and address societal challenges</b> |   |                        | Related to spending programme<br><b>Horizon2020</b>                    |
| <b>Main outputs in 2019:</b>  |   |                        |  |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i>   |   |                        |  |
| <b>Output</b>   | <b>Indicator</b>  | <b>Target for 2019</b> | <b>Achieved on 31/12/2019</b>  |
| Single Grant Agreement with 6 KICs + launch of two new KICs   | Signature of a single grant agreement with 6 KICs               | Q1 2019                | Achieved   |
| Proposal for a new Strategic Innovation Agenda 2021 – 2027  | Proposed to the Council and the European Parliament             | Q1 2019                | Achieved; the proposal has been adopted by the College on 11 July 2019 |
| Revision of EIT Regulation  | Interservice consultation and proposal tabled to co-legislators | Q1 2019                | Achieved; the proposal has been adopted by the College on 11 July 2019 |
| Impact assessment (IA)  |   | Q1 2019                | Achieved; IA report received positive opinion from RSB on 4 April 2019 |

## D. CREATIVE EUROPE, THE EU FRAMEWORK PROGRAMME FOR SUPPORT TO THE CULTURE AND AUDIOVISUAL SECTORS

| Relevant general objective 1: A New Boost for Jobs, Growth and Investment  |  |   |  |
|--|--|---|--|
| DG EAC Specific objective 4.0: To ensure an efficient and effective implementation of the programme  |  |   | Related to spending programme <b>Creative Europe</b>   |
| Main outputs in 2019:  |  |   |  |
| Important items from work programmes/financing decisions/operational programmes<br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i> |  |   |  |
| Output   | Indicator  | Target for 2019   | Achieved   |
| Effective WP management  | N° of grant agreements signed                        | 1 140<br>(total Creative Europe)(a)<br>212 Culture Sub-programme<br>50 (cross sectoral) | 1370<br>(total Creative Europe)(a)<br>209 Culture Sub-programme<br>53 (cross sectoral)               |
|  | N° of procurements signed                            | 46 (total Creative Europe) (b)<br>32 (Culture sub-programme)<br>8 (Cross sectoral)      | 55 (total creative Europe)<br>34 (Culture sub-programme)<br>18 (Media)<br>3 (Cross sectoral)         |
|  | Budget execution                                     | 100% (c)  | 100%   |
| Other important outputs  |  |   |  |
| Output   | Indicator  | Target for 2019   | Achieved   |
| Ex-post evaluation of the 2018 European Capitals of Culture  | Adoption of the report                               | Q4 2019   | Final external evaluation report published in December 2019. Commission report to be adopted 2Q 2020 |
| Pilot Project on Measuring the Cultural and Creative Industries in the EU  | Successful implementation of the project in 2019     | Q4 2019   | Publication February/March 2020  |
| Pilot Project on Jewish Digital Cultural Recovery Project  | Successful implementation of the project in 2019     | Q4 2019   | Grant agreement signed   |
| Pilot Project on Protecting the Jewish Cemeteries of Europe  | Successful continuation of the project in 2019       | Q4 2019   | Grant agreement signed   |
| Pilot Project on Finance, Learning, Innovation and Patenting for Cultural and Creative Industries (FLIP for CCIs)  | Successful continuation of the pilot project in 2019 | Q4 2019   | Evaluation in progress - additional documents requested  |
| A first step towards a European FWC for the mobility of makers (Makers' mobility)  | Pilot Project  | Q4 2019   | Awarded in December 2019, activities ongoing in 2020.  |
| Preparatory Action on European Houses of Culture   | Successful implementation of the second phase of the | Q4 2019   | Grant agreement signed   |

|  |   |         |  |
|--|---|---------|--|
|  | action in 2019                                |         |  |
| Preparatory Action on 'Music Moves Europe: Boosting European music diversity and talent' | Successful continuation of the action in 2019 | Q4 2019 | Out of 6 calls, 4 have been published. 2 more calls are foreseen to be published early 2020. |

(a)(b) Partly executed by DG CNECT (MEDIA sub-programme) (c) EU28

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |   |  |                 |
|---|---|--|-----------------|
| <b>Specific objective 4.1: To support the capacity of the European cultural and creative sectors to operate transnationally and internationally</b>   |   | Related to spending programme <b>Creative Europe</b> |                 |
| <b>Main outputs in 2019:</b>  |   |  |                 |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i> |   |  |                 |
| <b>Output</b>   | <b>Indicator (CULTURE Sub-Programme)</b>  | <b>Target for 2019</b>                               | <b>Achieved</b> |
| Development of training, education, skills, competences   | N° of cooperation measures  | 40   | 43              |
| Providing capacity building (new business models, digitisation)   | N° of cooperation measures  | 16   | 16              |
| Development of a structure for international professional development   | N° of European platforms  | 7  | 7               |
| Effective implementation of the Creative Europe 2019 Annual Work programme  | N° of special actions launched, such as Prizes, ECOCs (European Heritage label)<br>(In the special action output, the Melina Mercouri Prize (1,5 EUR Million) will be awarded each year to the European Capitals of Culture - ECOC) | 7  | 7               |

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |   |  |                              |
|---|---|--|------------------------------|
| <b>Specific objective 4.2: To support transnational policy cooperation in order to foster policy development, innovation, creativity, audience building and new business models</b>             |   | Related to spending programme <b>Creative Europe</b> |                              |
| <b>Main outputs in 2019:</b>  |   |  |                              |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i> |   |  |                              |
| <b>Output</b>   | <b>Indicator</b>  | <b>Target for 2019</b>                               | <b>Achieved</b>              |
| Transnational policy cooperation and support  | N° of Network of Creative Europe desks  | 28   | 28                           |
| Appointment of the experts  | N° of studies, evaluations and policy analysis (includes also the subsidy for the European Audiovisual Observatory) | 7  | 11<br>8 (MEDIA)<br>3 Culture |
| Events dedicated to policy development and EU Presidencies  | Organisation of Conferences, seminars and policy dialogue   | 5  | 5                            |

| <b>Relevant general objective 1: A New Boost for Jobs, Growth and Investment</b>  |                                      |   |                     |
|---|--------------------------------------|---|---------------------|
| <b>Specific objective 4.3: To strengthen the financial capacity of small and medium-sized enterprises and organisations in the cultural and creative sectors in a sustainable and balanced way across countries and sectors</b> |                                      | Related to spending programme <b>Creative Europe</b>  |                     |
| <b>Main outputs in 2019:</b>  |                                      |   |                     |
| <b>Important items from work programmes/financing decisions/operational programmes</b><br><i>For a complete listing of expenditure-related outputs please refer to the Programme Statements</i>                                 |                                      |   |                     |
| <b>Output</b>   | <b>Indicator</b>                     | <b>Target for 2019</b>  | <b>Achieved</b>     |
| Development of a Cultural and Creative Sectors Facility   | Loans provided by banks to operators | <i>Support more than 1800 small and medium-sized businesses through thirteen intermediaries</i> | 1 697 <sup>56</sup> |

<sup>56</sup> Target almost reached and depends on the demand for loans by SME businesses.

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

**Specific objective 4.4: To promote the transnational circulation of cultural and creative works and operators and reach new audiences in Europe and beyond, with a particular focus on children, young people, people with disabilities and under-represented groups**

Related to spending programme **Creative Europe**

### Main outputs in 2019:

**Important items from work programmes/financing decisions/operational programmes**  
*For a complete listing of expenditure-related outputs please refer to the Programme Statements*

| Output   | Indicator (CULTURE Sub-Programme)                                       | Target for 2019 | Achieved         |
|--|---|-----------------|------------------|
| Support to international touring                               | N° of cooperation measures  | 55              | 27 <sup>57</sup> |
| Promotion measures to reach new audiences                      | N° of measures, such as those promoting audience building               | 12              | 22               |
| Effective implementation of the Creative Europe 2019 Annual WP | N° of European platforms, such as those fostering international careers | 8               | 8                |
| Effective implementation of the Creative Europe 2019 Annual WP | N° of literary translations and promotional support                     | 62              | 68               |
| Communication actions dedicated to Special actions             | N° of Special actions, such as Prizes, ECOC, European Heritage label    | 3               | 1 <sup>58</sup>  |

<sup>57</sup> Less selected applications proposing international touring. Cooperation projects' applicants can discretionally choose amongst the different priorities, leaving the number of applications and beneficiaries per priority difficult to predict.

<sup>58</sup> Negative priorities

## E. CORPORATE ACTIVITIES (GENERAL OBJECTIVE 11)

### LIBRARY AND E-RESOURCES CENTRE OF THE COMMISSION:

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

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

#### Main outputs in 2019:

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Improved access to the Library's electronic collections</li> <li>• Implementation of the new inter-institutional framework contract for 'Serials'</li> <li>• Launch and completion of a new inter-institutional tender procedure for 'Daily Press'</li> </ul> | <ul style="list-style-type: none"> <li>• Completed</li> <li>• Completed</li> <li>• Completed</li> </ul> |
|--|---|

#### Other important outputs

| Output  | Indicator  | Target   | Achieved                    |
|---|--|--|-----------------------------|
| <ul style="list-style-type: none"> <li>• Consultation of the Library's search tool Find-eR.</li> <li>• Use of the Library's electronic collections (e-journals and e-books).</li> </ul> | 1. Number of (basic and advanced) searches run in Find-eR.               | 1. $\geq 220\ 000$ .   | 1. 172 117 <sup>59</sup>    |
|   | 2. Number of full-text articles downloaded from eJournals.               | 2. $\geq 250\ 000$ .   | 2. 390 296                  |
|   | 3. Number of successful section requests from eBooks.                    | 3. $\geq 80\ 000$ .  | 3. 155 195 (eBook Central). |
| <ul style="list-style-type: none"> <li>• Library collections mostly composed of electronic periodicals, e-books and on-line versions of daily press.</li> </ul>                         | Percentage of acquisition budget spent on electronic information sources | Target (July 2020): 70% of all acquisitions are e-resources. | Achieved.                   |

<sup>59</sup> A possible explanation for the reduction in the number of searches in Find-eR is that Library users can go directly to the eBooks platform or download eJournals directly without going through Find-eR. During the first quarter of 2020, an internal working group will start reflecting on ways to improve the search results and the user friendliness of the search tool.

**TRAINEESHIPS OFFICE**

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

**Specific objective 5.2: To provide university graduates with working experience within the European Public Administration and to prepare them for possible future cooperation with the European institutions, inside or outside the EU, through the traineeship programme**

**Main outputs in 2019:**

- Revising selection process (pilot phase)
- Roll-out of the Trainee File Management Module

**Other important outputs**

| <b>Output</b>  | <b>Indicator</b>   | <b>Target for 2019</b>   | <b>Achieved</b>  |
|--|--|--|--|
| Organisation of pre-selections for the traineeship (information, online module, organisation/supporting EC evaluators, communication with candidates, VBB) | <ul style="list-style-type: none"> <li>• number of evaluations</li> <li>• number of appeals</li> </ul> | <ul style="list-style-type: none"> <li>• 40 000 evaluations per year</li> <li>• less than 100 appeals</li> </ul> | <ul style="list-style-type: none"> <li>• approximately 44 000</li> <li>• 1 appeal</li> </ul> |
| Events and trainings for trainees<br>Guidance and support to trainees, advisors and coordinators   | <ul style="list-style-type: none"> <li>• satisfaction of trainees</li> </ul>                           | <ul style="list-style-type: none"> <li>• at least 90% of trainees satisfied</li> </ul>                           | <ul style="list-style-type: none"> <li>• 97%</li> </ul>                                      |

## PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

### A. HUMAN RESOURCE MANAGEMENT

| <b>Objective: The DG deploys effectively its resources in support of the delivery of the Commission priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.</b> |   |   |                 |
|---|---|---|-----------------|
| <b>Main outputs in 2019:</b>  |   |   |                 |
| <b>Output</b>   | <b>Indicator</b>  | <b>Target for 2019</b>  | <b>Achieved</b> |
| First appointments of female middle managers  | Number of first female middle manager appointments          | 3 <sup>60</sup>   | 2               |
| Implementation of the knowledge management strategy of DG EAC   | Number of targeted working groups on content reorganisation | 7   | Done            |
| Organisation of 2 interactive newcomers' and 2 trainees welcome sessions in a new format  | Participation in the welcome sessions                       | Implementation of revised format of welcome including participants' feedback. | Done            |
| Action plan as follow-up of staff opinion survey 2018   | Approval of action plan by Director-General                 | By end of Q4 2019   | Done            |

### B. FINANCIAL MANAGEMENT: INTERNAL CONTROL AND RISK MANAGEMENT

| <b>Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.</b> |   |                        |                 |
|---|---|------------------------|-----------------|
| <b>Main outputs in 2019:</b>  |   |                        |                 |
| <b>Output</b>   | <b>Indicator</b>  | <b>Target for 2019</b> | <b>Achieved</b> |
| Annual Activity Report (2014 baseline: no reservation by DG EAC)  | Multiannual residual error rates respectively for indirect management through NAs, direct management through EACEA and REA, and direct management by the DG | ≤ 2%                   | achieved        |
| Audit and supervision   | Completion of ex post audit and supervisory visit plan  | 100%                   | Ongoing (40%)   |

<sup>60</sup> Mid-term re-adjustment of the quantitative targets of first female appointments at middle management level for DG EAC from 2 to 3 following the opting-out of one of the female managers



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

| <b>Main outputs in 2019:</b>  |  |  |   |
|---|--|--|---|
| <b>Output</b>   | <b>Indicator</b>   | <b>Target for 2019</b>   | <b>Achieved</b>   |
| Budget execution - monthly report to Directors Steering Committee (DSC) in the Dashboard and Budget Execution Dashboard - (2014 baseline - December: 100% and 99% respectively) | Budget implementation: commitments and payments by DG EAC  | 100% budget execution in C1 credits – basis EUR28  | 100%  |
| Payment Times – Monthly report to DSC in the Dashboard<br>(Baseline for 2018: 96.2%)  | Percentage of payments respecting the legal payment time   | >95%   | achieved  |
| Time to inform / time to grant<br><br>Reported bi-annually to DSC<br>(baseline available as of 2016)  | Time for DG EAC to inform and time to award grants following calls for proposals   | Max 6 months between call deadline and communication of award decision to applicants<br><br>Max 3 months between award decision and legal commitment                       | 1.2 Deadline for time to award has been respected for 6 grants out of 7 awarded during 2019 |
| Cost of Controls –<br>Annual Activity Report<br><br>Calculation revised in 2018 following BUDG guidelines   | Cost of controls as a percentage of overall budget managed, as compared to likely estimate of benefits (potential error rate which would result if the controls were not in place) | Benefits continue to outweigh costs  | 7.7%  |
| Critical recommendations (IAS/ECA): 0<br>(2014 baseline : 0)  | N° of critical recommendations received from Internal Audit Service (IAS)/ European Court of Auditors (ECA)  | 0  | 0   |
| Critical recommendations to National Agencies:<br>Bi-annual report to DSC through Dashboard, among other indicators<br>(2014 baseline: 1 critical)                              | N° of National Agencies (NA)/Independent Audit body (IAB)/National Authorities (NAU) with at least one critical/very important observation made by DG EAC in each control area     | Max target for critical / very important observations addressed to the National Authority: 3<br><br>Max target for critical / very important observations addressed to the | 2   |

|  |  |  |  |
|--|--|--|--|
|  |  | National Agency: 6   |  |
| Steering Committee Opinion Reports (2013 baseline: 0)                                      | N° of negative opinions given by Steering Committees to Executive Agency proposals | 0  | 0  |
| Annual assessment report of the internal control functioning in DG EAC – quarterly reports | All internal control principles are present and functioning                        | Overall assessment of the internal control system in DG EAC is positive. Internal control components are operating together in an integrated manner. | Overall conclusion is that DG EAC's internal control systems are present and effective |

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

**Main outputs in 2019:**

| <b>Output</b>  | <b>Indicator</b>  | <b>Target for 2019</b>   | <b>Achieved</b>   |
|--|---|--|-------------------|
| European Antifraud Office (OLAF) (2014 baseline : 4) | Number of new potential fraud cases notified to or raised by OLAF during calendar year  | No quantitative target, but monitoring of medium/long term trends and possible reasons thereof | 1                 |
| OLAF (2014 baseline : 0 €)                           | Financial prejudice to the EU budget resulting from fraud as established in final OLAF case reports received during calendar year | No quantitative target, but monitoring of medium/long term trends and possible reasons thereof | 0                 |
| Anti-fraud strategy (updated November 2017)          | Completion of Action Plan   | 100%   | Postponed to 2020 |

## C. BETTER REGULATION

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

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

**Main outputs in 2019:**

| <b>Output</b>                               | <b>Indicator</b>  | <b>Target for 2019</b>                                       | <b>Achieved</b> |
|---|---|--|-----------------|
| Reported regularly to Directors' Board (DB) | Timely adoption of the items of the Commission Work Programme with DG EAC as lead service | All items to be adopted on time as planned by the Commission | Done            |

## D. INFORMATION MANAGEMENT ASPECTS

**Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.**

**Main outputs in 2019:**

| <b>Output</b>                          | <b>Indicator</b>                                  | <b>Target for 2019</b> | <b>Achieved</b> |
|--|---|------------------------|-----------------|
| Monthly report to DSC in the Dashboard | Percentage of filing (excluding automatic filing) | Min 95%                | 95%             |

## PART 3. GENERAL OBJECTIVE 1A - INDICATORS FOR JOBS AND GROWTH / COMPETITIVENESS

### General objective 1-A

Under the overarching Commission objective of '**A New Boost for Jobs, Growth and Investment**', EU level intervention aims at **competitiveness** through education, innovation, youth, culture and sport

Related to  
**Erasmus+**  
**Horizon 2020**

Through this general objective, DG Education and Culture contributes as well to the following other General Objectives of the Commission:

**Creative Europe**

- A connected Digital Single Market (education, sport, culture)
- A deeper and fairer Economic and Monetary Union (European Semester and country-specific recommendations in the field of education)
- A reasonable and balanced Free Trade Agreement with the US (culture)
- A stronger Global Actor (education, youth, culture)

### A. EDUCATION AND INNOVATION

\* **Commission-level impact indicator 3: Tertiary education attainment** (Europe 2020 headline target)

**Definition:** Percentage of 30 – 34 year olds with completed tertiary education (*International Standard Classification of Education (ISCED 2011) levels 5 to 8*).

**Source:** Eurostat<sup>61</sup>; The Labour Force Survey (annual average based on quarterly data).

[Bookmark](#)

**Program Statement Erasmus+:** General Objective 1 – Indicator 2

| Baseline 2013                  | Milestones foreseen |       |       |       |       |       | Target Europe 2020 |
|--------------------------------|---------------------|-------|-------|-------|-------|-------|--------------------|
|                                | 2014                | 2015  | 2016  | 2017  | 2018  | 2019  |                    |
| Latest know situation<br>37,1% |                     |       | 39%   |       | 39,5% |       | At least 40 %      |
|                                | Actual results      |       |       |       |       |       |                    |
|                                | 37.9 %              | 38.7% | 39,1% | 39.9% | 40.7% | 41,3% |                    |

<sup>61</sup> Please note that Eurostat periodically revises its published data (including corrections of baselines retrospectively) to reflect new or improved information, also for previous years. The latest published data are available by clicking on 'bookmark'. The 'latest known value' column reflects the data that were available at the time of the preparation of the *Annual activity report 2019* and is the reference point for the annual activity reports of Commission services.

\* **Commission-level impact indicator 1: Investment in R&D** (Europe 2020 headline target)

**Definition:** Percentage of EU GDP invested in R&D (combined public and private investment)

**Source:** Eurostat [Bookmark](#)

**Programme Statement H2020:** General Objective 1 – Indicator 1

| Baseline<br>2012 | Milestones foreseen |       |       |       |                        |      | Target Europe<br>2020 |
|------------------|---------------------|-------|-------|-------|------------------------|------|-----------------------|
|                  | 2014                | 2015  | 2016  | 2017  | 2018                   | 2019 |                       |
| 2.00%            |                     |       | 2.5%  |       |                        |      | At least 3 %          |
|                  | Actual results      |       |       |       |                        |      |                       |
|                  | 2.02%               | 2.03% | 2.04% | 2.07% | 2.12%<br>(provisional) | n/a  |                       |

### Impact indicator 3: Employability of young people

**Definition:** The share of employed people aged 20-34 having successfully completed upper secondary or tertiary education 1-3 years before the reference year of the survey and who are no longer in education or training.

**Source:** Eurostat, The Labour Force Survey (annual average based on quarterly data)  
Unit. [Bookmark](#)

| Baseline<br>2014 | Milestones foreseen |       |       |       |       |       | Target 2020 |
|------------------|---------------------|-------|-------|-------|-------|-------|-------------|
|                  | 2014                | 2015  | 2016  | 2017  | 2018  | 2019  |             |
| 76%              |                     | 76.9% | 78.0% | 79.0% | 80.0% | 81.0% | 82%         |
|                  | Actual results      |       |       |       |       |       |             |
|                  | 76.0%               | 76.9% | 78.4% | 80.2% | 81.6% | n/a   |             |

### Impact indicator 6: Learning mobility in higher education

**Definition:** % of higher education graduates (*ISCED 1997 level 5+6*) who have had a higher education-related study or training period (including work placements) abroad, (*representing a minimum of 15 ECTS credits or lasting a minimum three months*)

**Source:** Eurostat, UOE data collection

**Programme Statement Erasmus+:** General Objective 1 – Indicator 3

| Baseline<br>2013 <sup>62</sup>                                    | Milestones foreseen          |      |   |      |      |      | Target Europe<br>2020 (ET2020) |
|---|------------------------------|------|---|------|------|------|--------------------------------|
|   | 2014                         | 2015 | 2016  | 2017 | 2018 | 2019 |                                |
| A first estimate for<br>2013 is 2.9%<br>(degree mobility<br>only) |                              | 8%   |   | 17%  |      |      | 20%                            |
|   | Actual results <sup>63</sup> |      |   |      |      |      |                                |
|   |                              | 8%   | 10.7%<br>(7.6%<br>Credit<br>mobility and<br>3.1%<br>Degree<br>mobility) |      |      |      |                                |

<sup>62</sup> The data collection needed for the indicator is under development through the European Statistical System. This work is coordinated by Eurostat.

<sup>63</sup> The data collection is based on Commission Regulation 912/2013. The first full data transmission on learning mobility of tertiary graduates (degree and credit mobility) was scheduled under this Regulation for November 2017 and published in 2018), referring to the academic year 2015/16.

**\* Impact indicator 9: Share of researchers in the EU**

**Definition:** Share of researchers in the EU active population. *Researchers are professionals engaged in the conception or creation of new knowledge, products, processes, methods and systems, and in the management of the projects concerned.*

**Source:** Eurostat, 2019

**Programme Statement H2020:** General Objective 1 – Indicator 3

| Baseline 2011       | Milestones foreseen |       |       |       |                     |      | Target 2020 |
|---------------------|---------------------|-------|-------|-------|---------------------|------|-------------|
|                     | 2014                | 2015  | 2016  | 2017  | 2018                | 2019 |             |
| 1.11% <sup>64</sup> |                     |       | 1.21% |       |                     |      | 1.33%       |
|                     | Actual results      |       |       |       |                     |      |             |
|                     | 1.17%               | 1.21% | 1.24% | 1.29% | 1,36% (provisional) | n/a  |             |

**Specific Objective 1.1:** To improve the level of key competences and skills, in particular through increased opportunities for **learning mobility** and strengthened cooperation with the world of work in education and training with particular regard to the relevance of these key competences and skills for the labour market and their contribution to a cohesive society;<sup>65</sup>

Related to  
**Erasmus+**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through National Agencies)

**\* Output indicator 14: Learning mobility opportunities through Erasmus+**

**Definition:** Number of students and trainees participating in the Programme, by country, sector, action and gender. <sup>66</sup>

**Source:** EU reporting through Erasmus+ IT tool

**Programme Statement Erasmus+:** Specific Objective 1 – Indicator 2

| Baseline 2013  | Milestones foreseen <sup>66</sup> |      |      |      |      |      | Target 2020 |
|--|-----------------------------------|------|------|------|------|------|-------------|
|  | 2014                              | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| Higher education (HE):<br>260 (in 1000)              | 236                               | 239  | 248  | 270  | 319  | 356  | 412         |
|  | Actual results <sup>66</sup>      |      |      |      |      |      |             |
|  | 234                               | 236  | 250  | 290  | 316  | 336  |             |
| Vocational education and training (VET):41 (in 1000) | 78                                | 78   | 80   | 87   | 99   | 121  | 131         |
|  | Actual results                    |      |      |      |      |      |             |
|  | 90                                | 96   | 105  | 127  | 137  | 154  |             |

<sup>64</sup> Eurostat revised its estimate in 2019.

<sup>65</sup> Including Erasmus+ 'specific objective '(a) to improve the level of key competences and skills, with particular regard to their relevance for the labour market and their contribution to a cohesive society, in particular through increased opportunities for learning mobility and through strengthened cooperation between the world of education and training and the world of work;'

<sup>66</sup> Detailed breakdown can be found in the Erasmus+ Annual Report of a given year. 2019 complete results will be available at the end of 2020.

Milestones foreseen - In line with DG EAC Strategic Plan 2016-2020.

Actual results - EU28 preliminary results calculated for awarded projects in a given call year.

**\* Result indicator 15: Better skills for participants**

**Definition:** % of Erasmus + participants declaring that they have improved their key competences

**Source:** Individual participant report to be submitted under Erasmus+

**Programme Statement Erasmus+:** Specific Objective 1 – Indicator 1

| Baseline<br>2012   | Milestones foreseen <sup>67</sup> |      |      |      |      |      | Target 2020 |
|--------------------|-----------------------------------|------|------|------|------|------|-------------|
|                    | 2014                              | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| 81 % <sup>68</sup> |                                   | 83 % |      | 85 % |      |      | 88 %        |
|                    | Actual results <sup>67</sup>      |      |      |      |      |      |             |
|                    | 93%                               | 93%  | 94%  | 91%  | 93%  | 93%  |             |

**Result Indicator 16: Employability of participants**

**Definition:** % of Erasmus+ participants indicating that participation in the programme contributed to finding a job

**Source:** Second individual participant report to be submitted under Erasmus

| Baseline<br>Pre-2014 | Milestones foreseen <sup>67</sup> |      |      |      |      |      | Target 2020 |
|----------------------|-----------------------------------|------|------|------|------|------|-------------|
|                      | 2014                              | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| 42% <sup>69</sup>    |                                   | 44%  |      | 46%  |      |      | 50%         |
|                      | Actual results <sup>67</sup>      |      |      |      |      |      |             |
|                      | 80%                               | 80%  | 79%  | 78%  | 76%  | 70%  |             |

**\* Output indicator 17: Staff supported by the programme**

**Definition:** Number of staff supported by the Programme, by country and *in the sector of education and training*.<sup>66</sup>

**Source:** EU reporting through Erasmus+ IT tool

**Programme Statement Erasmus+:** General Objective 1 – Indicator 5

| Baseline<br>2013  | Milestones foreseen <sup>66</sup> |      |      |      |      |      | Target 2020 |
|---|-----------------------------------|------|------|------|------|------|-------------|
|   | 2014                              | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| - Higher education<br>(HE):46<br>Number in 1 000                  | 49                                |      | 50   |      |      |      | 70          |
|   | Actual results <sup>66</sup>      |      |      |      |      |      |             |
|   | 43                                | 45   | 46   | 55   | 65   | 75   |             |
| - Vocational education<br>and training (VET):9<br>Number in 1 000 | 23                                |      | 11   |      |      |      | 15          |
|   | Actual results                    |      |      |      |      |      |             |
|   | 20                                | 17   | 18   | 18   | 20   | 22   |             |
| - Schools: 13<br>Number in 1 000                                  | 21                                |      | 15   |      |      |      | 20          |
|   | Actual results                    |      |      |      |      |      |             |
|   | 18                                | 18   | 21   | 29   | 36   | 49   |             |
| - Adult: 2<br>Number in 1 000                                     | 6                                 |      | 3    |      |      |      | 5           |
|   | Actual results                    |      |      |      |      |      |             |
|   | 5                                 | 4    | 4    | 6    | 8    | 12   |             |

<sup>67</sup> Milestones foreseen - In line with DG EAC Strategic Plan 2016-2020.

Values represent actual results, final figures can only be provided when projects are finalised. Data is extracted from completed participant surveys.

<sup>68</sup> According to the Erasmus impact study published in September 2014, '81% of Erasmus students perceive an improvement in their transversal skills when they come back'.

<sup>69</sup> The 2014 Erasmus impact study established a link between the participation in mobility programmes and subsequent employability. 'Based on their personality traits (participants) have a better predisposition for employability even before going abroad. By the time they return they have increased their advantage by 42% on average'.

**\* Output indicator 18: Participants with special needs or fewer opportunities**

**Definition:** Number of participants with special needs or fewer opportunities supported by the programme.<sup>66</sup>

**Source:** EU reporting through Erasmus+ IT tool

**Programme Statement Erasmus+:** General Objective 1 – Indicator 6

| Baseline<br>2013  | Milestones foreseen <sup>66</sup> |      |      |      |      |                  | Target 2020 |
|---|-----------------------------------|------|------|------|------|------------------|-------------|
|   | 2014                              | 2015 | 2016 | 2017 | 2018 | 2019             |             |
| Special needs or fewer opportunities(LLP)<br>8Number in 1 000 | 15                                |      |      | 15   |      |                  | 40          |
|   | Actual results <sup>66 70</sup>   |      |      |      |      |                  |             |
|   | 19                                | 22   | 24   | 30   | 32   | 15 <sup>71</sup> |             |

**Specific Objective 1.2:** To foster quality improvements, innovation excellence and internationalisation, in particular through enhanced transnational cooperation **at the level of institutions/organisations** between education and training providers and other stakeholders<sup>72</sup>

Related to  
**Erasmus+**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through National Agencies)

**Result indicator 19: Innovation from participating organisations**

**Definition:** % of organisations that have developed/adopted innovative methods and/or materials, improved capacity; outreach methodologies, etc.

**Source:** Final report to be submitted by the beneficiary organisations under Erasmus+

| Baseline<br>2012 | Milestones foreseen          |      |      |      |      |      | Target 2020 |
|------------------|------------------------------|------|------|------|------|------|-------------|
|                  | 2014                         | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| 50%              |                              | 55%  |      | 65%  |      |      | 70%         |
|                  | Actual results <sup>73</sup> |      |      |      |      |      |             |
|                  |                              |      |      |      |      |      |             |

<sup>70</sup> Calculation method has been improved in 2019 and is now based on realised mobility periods. All EU28 past values have been recalculated.

<sup>71</sup> Mobility periods are ongoing for 2019, final values will be updated once all mobility periods end.

<sup>72</sup> Including Erasmus+' specific objective '(b) to foster quality improvements, innovation excellence and internationalisation at the level of education and training institutions, in particular through enhanced transnational cooperation between education and training providers and other stakeholders'.

<sup>73</sup> Result not available. Only qualitative information is available in the final reports, not allowing aggregation of data.



**Specific Objective 1.3:** To promote at **policy level**, in particular through enhanced policy cooperation, the dissemination of good practices and better use of Union transparency and recognition tools in education and training: the emergence of a European area of skills and qualifications, policy reforms at national level for the modernisation of education and training systems in a lifelong perspective, and digital learning<sup>74</sup>

Related to  
**Erasmus+**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through National Agencies)

**\* Output indicator 22: Formal recognition of participation**

**Definition:** % of Erasmus + participants who have received a certificate, diploma or other kind of formal recognition of their participation in the Programme.

**Source:** EU reporting through Erasmus+ IT tool

**Programme Statement Erasmus+:** Specific Objective 3 – Indicator 1

| Baseline<br>2013 | Milestones foreseen <sup>67</sup> |       |       |       |      |      | Target 2020 |
|------------------|-----------------------------------|-------|-------|-------|------|------|-------------|
|                  | 2014                              | 2015  | 2016  | 2017  | 2018 | 2019 |             |
| HE 100 %         |                                   | 100 % |       | 100 % |      |      | 100 %       |
|                  | Actual results <sup>67</sup>      |       |       |       |      |      |             |
|                  | 100%                              | 100%  | 100%  | 100%  | 100% |      |             |
| VET 65 %         |                                   | 68 %  |       | 70 %  |      |      | 75%         |
|                  | Actual results <sup>67</sup>      |       |       |       |      |      |             |
|                  | 71.2%                             | 73.6% | 74.2% | 80%   | 87%  |      |             |

**Specific Objective 1.4:** To support the Union's external action, including its development objectives, through targeted capacity-building in partner countries, cooperation between Union and partner-country institutions or other stakeholders and the promotion of mobility, and to enhance the **international dimension** of activities in education and training by increasing the attractiveness of European higher education institutions<sup>75</sup>

Related to  
**Erasmus+**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through NAs as from 2015)

<sup>74</sup> Including Erasmus+' specific objective '(c) to promote the emergence and raise awareness of a European lifelong learning area designed to complement policy reforms at national level and to support the modernisation of education and training systems, in particular through enhanced policy cooperation, better use of Union transparency and recognition tools and the dissemination of good practices'.

<sup>75</sup> Including Erasmus+' specific objective '(d) to enhance the international dimension of education and training, in particular through cooperation between Union and partner-country institutions in the field of VET and in higher education, by increasing the attractiveness of European higher education institutions and supporting the Union's external action, including its development objectives, through the promotion of mobility and cooperation between the Union and partner-country higher education institutions and targeted capacity-building in partner countries'.

**\* Result indicator 23: Involvement of non-EU higher education institutions from partner countries<sup>76</sup>**

**Definition:** The number of partner country higher education institutions (HEIs) involved in *credit and degree* mobility and cooperation actions, *i.e. capacity building projects under the Erasmus+ programme and having signed an institutional agreement with an EU HEI.* <sup>66</sup>

**Source:** The mobility tool used by NAs for decentralised actions and the EACEA Pegasus database

**Programme Statement Erasmus+:** Specific Objective 4 – Indicator 1

| Baseline<br>2013                | Milestones foreseen <sup>66</sup> |      |       |      |       |       | Target 2020 |
|---------------------------------|-----------------------------------|------|-------|------|-------|-------|-------------|
|                                 | 2014 <sup>77</sup>                | 2015 | 2016  | 2017 | 2018  | 2019  |             |
| 1 000 <sup>78</sup>             | 0                                 | 1000 | 1 100 |      | 1 200 |       | 1 300       |
| Actual results <sup>66 79</sup> |                                   |      |       |      |       |       |             |
|                                 | 1                                 | 902  | 1 049 | 893  | 910   | 1 096 |             |

**\* Output Indicator 24: EU students and staff going to partner countries and vice versa**

**Definition:** Number of higher education students *and staff*<sup>80</sup> receiving support (*a grant*) to study in a partner country, as well as the number of students *and staff* coming from a partner country to a Programme country.<sup>66</sup>

**Source:** The mobility tool used by NAs for decentralised actions and the EACEA Pegasus database

**Programme Statement Erasmus+:** Specific Objective 4 – Indicator 2

| Baseline<br>2013   | Milestones foreseen |      |      |      |      |      | Target 2020 |
|--|---------------------|------|------|------|------|------|-------------|
|  | 2014 <sup>81</sup>  | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| HE students and staff going to a partner country (in 1 000)    | 0                   | 3,8  | 4    | 4,3  | 3,6  | 3    | 3,9         |
|  | Actual results      |      |      |      |      |      |             |
|  | 0                   | 9    | 13   | 16   | 18   | 22   |             |
| HE students and staff coming from a partner country (in 1 000) | 0                   | 15   | 16   | 17   | 14   | 15   | 15          |
|  | Actual results      |      |      |      |      |      |             |
|  | 0                   | 19   | 23   | 25   | 28   | 33   |             |

|   |                                   |
|---|-----------------------------------|
| <b>Specific Objective 1.7:</b> Excellent science – <b>Marie Skłodowska-Curie Actions</b> – to ensure optimum development and dynamic use of Europe's intellectual capital of researchers in order to generate new skills and innovation and, thus, to realise its full potential across all sectors and regions | Related to<br><b>Horizon 2020</b> |
| <b>Management mode:</b> <input checked="" type="checkbox"/> Direct DG <input checked="" type="checkbox"/> Direct Executive Agencies <input type="checkbox"/> Indirect   |                                   |

<sup>76</sup> Erasmus+ is divided between Programme countries that contribute financially to the Programme and have a National Agency, and Partner countries (those countries outside the Programme countries, that participate without financial contribution).

<sup>77</sup> International actions were only launched at the end of 2014.

<sup>78</sup> These figures come from the numbers of non EU HEIs having participated in Erasmus Mundus (EM) and Tempus from 2009 to 2013.

<sup>79</sup> Estimation based on data provided by EACEA.

<sup>80</sup> Under Heading 4, students as well as staff are supported.

<sup>81</sup> International actions were only launched at the end of 2014.

**\* Output indicator 28: Cross-sector and cross-country circulation of researchers (MSCA)**

**Definition:** Number of Researchers, including PhD candidates, funded through the Marie Skłodowska-Curie Actions (MSCA)

**Source:** CORDA, reports/estimations from Research Executive Agency

**Programme Statement H2020:** Specific Objective 3 – Indicator 1

| Baseline<br>2007 - 2013                              | Milestones foreseen <sup>82</sup>                  |   |  |   |  |   | Target for<br>Horizon 2020                               |
|--|--|---|--|---|--|---|--|
|  | 2014   | 2015  | 2016   | 2017  | 2018   | 2019  |  |
| 50 000<br>researchers<br>(~10 000 PhD<br>candidates) | 7 500<br>researchers<br>(~3 000 PhD<br>candidates) | 16 500<br>(~6 000 PhD<br>candidates)                | 25 000<br>(~10 000<br>PhD<br>candidates)                 | 34 000<br>researchers<br>(~13 000<br>PhD<br>candidates) | 43 500<br>(~17 400<br>PhD<br>candidates)                 | 53 500<br>(~21 400<br>PhD<br>candidates)                | 65 000<br>researchers<br><br>(~25 000 PhD<br>candidates) |
|  | Actual results                                     |   |  |   |  |   |  |
|  | 7 700<br>researchers<br>(~3 400 PhD<br>candidates) | 15 400<br>researchers<br>(~6 800 PhD<br>candidates) | 25 000<br>researchers<br>(~ 11 000<br>PhD<br>candidates) | 36 000<br>researchers<br>(~14 000<br>PhD<br>candidates) | 48 000<br>researchers<br>(~ 18 000<br>PhD<br>candidates) | 58 200<br>researchers<br>(~22 200<br>PhD<br>candidates) |  |

**Result Indicator 29: Employability of MSCA researchers**

**Definition:** Number of MCA/MSCA fellows in employment positions two years after the end of their fellowship (only for individual actions)<sup>83</sup>

**Source:** MCA/MSCA follow-up questionnaires, which are submitted to the REA by former fellows after their fellowship.

| Baseline<br>2013 <sup>84</sup> | Milestones foreseen |      |      |      |      |      | Target 2020       |
|--------------------------------|---------------------|------|------|------|------|------|-------------------|
|                                | 2014                | 2015 | 2016 | 2017 | 2018 | 2019 |                   |
| 95.4%                          |                     |      |      |      |      |      | 95% <sup>85</sup> |
|                                | Actual results      |      |      |      |      |      |                   |
|                                |                     |      | 95%  | 95%  | 97%  |      |                   |

<sup>82</sup> Cumulative figures based on the EU28 budget.

<sup>83</sup> Cumulative figures.

<sup>84</sup> The baseline concerns the Marie Curie Actions under the 7<sup>th</sup> Framework Programme, where all data are not yet available. Due to the limited number of follow-up questionnaires received so far, this indicator may fluctuate considerably over time.

<sup>85</sup> This percentage reflects the questionnaires for FP7 projects. The indicator is based on the follow-up questionnaire expected 2 years after the project finishes.

### Result Indicator 30: Participation of women in MSCA

**Definition:** % of women participating in the MSCA actions.

**Source:** CORDA

| Baseline | Milestones foreseen |      |               |       |       |       | Target 2020 |
|----------|---------------------|------|---------------|-------|-------|-------|-------------|
|          | 2014                | 2015 | 2016          | 2017  | 2018  | 2019  |             |
| 2013     |                     |      |               | 38%   |       |       | 40%         |
| 36.7%    | Actual results      |      |               |       |       |       |             |
|          |                     |      | 40% (revised) | 40.8% | 40.0% | 40.7% |             |

### Result Indicator 31: Excellence of MSCA researchers

**Definition:** Number of peer-reviewed publications resulting from MCA/MSCA funded projects

**Source:** Project reporting; CORDA

| Baseline | Milestones foreseen          |       |       |        |       |      | Target 2020 |
|----------|------------------------------|-------|-------|--------|-------|------|-------------|
|          | 2014                         | 2015  | 2016  | 2017   | 2018  | 2019 |             |
| 2012     |                              |       |       | 10 000 |       |      | 15 000      |
| 5500     | Actual results <sup>86</sup> |       |       |        |       |      |             |
|          | 5 343                        | 5 266 | 6 838 | 7 279  | 8 088 | n/a  |             |

### Result Indicator 32: Involvement of private and other sector in MSCA

**Definition:** % of non-academic sector institutions and SMEs as host organisations in actions supported by MSCA

**Source:** CORDA, reports/estimations from Research Executive Agency

| Baseline                    | Milestones foreseen          |      |      |      |               |      | Target 2020 |
|-----------------------------|------------------------------|------|------|------|---------------|------|-------------|
|                             | 2014                         | 2015 | 2016 | 2017 | 2018          | 2019 |             |
| 2012                        |                              |      | 27%  |      |               |      | 30%         |
| 24.3% (of which 73.8% SMEs) | Actual results <sup>87</sup> |      |      |      |               |      |             |
|                             |                              |      |      | 36%  | 28% (revised) | 28%  |             |

**Specific Objective 1.8: The European Institute of Innovation and Technology** – to integrate the knowledge triangle of research, innovation and higher education and thus to reinforce the Union's innovation capacity and address societal challenges

Related to

**Horizon 2020**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (EIT))

<sup>86</sup> Figures are estimates based on FP7 and H2020 projects. Time series revised in 2018.

<sup>87</sup> Figures are estimates based on FP7 and H2020 projects.

<sup>88</sup> Figures from REA for 2019 not available in January 2020.

**\* Result indicator 33: Involvement of organisations in Knowledge and Innovation Communities (KICs)**

**Definition:** Number of organisations from universities, business and research integrated in KICs

**Source:** EIT Annual Activity Report and EIT monitoring data

**Programme Statement H2020:** Specific Objective 18 – Indicator 1

| Baseline<br>(2010 - 2012) | Milestones foreseen |      |      |                  |                                 |                   | Target for<br>Horizon 2020 <sup>89</sup> |
|---------------------------|---------------------|------|------|------------------|---------------------------------|-------------------|--|
|                           | 2014                | 2015 | 2016 | 2017             | 2018                            | 2019              |  |
| 200<br>(with 3 KICs)      | 240                 | 450  | 500  | 800<br>(revised) |                                 |                   | 1200<br>(revised)<br><br>(with 8 KICs)   |
|                           | Actual results      |      |      |                  |                                 |                   |  |
|                           | 550                 | 800  | 1097 | 1238             | 1650 <sup>90</sup><br>(revised) | n/a <sup>91</sup> |  |

**\*Result Indicator 34: Innovative deliverables inside Knowledge and Innovation Communities (KICs)**

**Definition:** Number of innovations<sup>92</sup>, start-ups and spin-offs resulting from collaboration inside the knowledge triangle: Number of start-ups and spin-offs created by KICS students/researchers/professors; Number of innovations in existing businesses developed by KIC students/researchers/professors

**Source:** EIT Annual Activity Report and EIT monitoring data

**Programme Statement H2020:** Specific Objective 18 – Indicator 2

| Baseline<br>(2010 - 2012)                   | Milestones foreseen <sup>93</sup> |      |      |      |      |                   | Target 2020<br>(cumulative<br>figures) |
|---|-----------------------------------|------|------|------|------|-------------------|--|
|   | 2014                              | 2015 | 2016 | 2017 | 2018 | 2019              |  |
| 33 start-ups<br>and spin-offs <sup>94</sup> | 30                                | 280  | 400  | 500  |      |                   | 600 start-ups and<br>spin-offs         |
|   | Actual results                    |      |      |      |      |                   |  |
|   | 181                               | 250  | 309  | 331  | 359  | n/a <sup>91</sup> |  |
| 210 innovations <sup>95</sup>               | 300                               | 800  | 1500 | 2200 |      |                   | 6 000<br>innovations                   |
|   | Actual results                    |      |      |      |      |                   |  |
|   | 1184                              | 2145 | 2672 | 2881 | 3159 | n/a <sup>91</sup> |  |

<sup>89</sup> Target and milestones were revised. The initial number foreseen for the performance information has been revised in order to reflect the inclusion of additional KICs.

<sup>90</sup> Values are extracted from the Annual Activity Report of the EIT of June 2019.

<sup>91</sup> The KICs will only report the 2019 results in March/April 2020. The validated EIT figures will then not be available before June 2020 at the earliest.

<sup>92</sup> This includes the number of knowledge transfer and adoption and the new or improved products/services /process

<sup>93</sup> Cumulative figure.

<sup>94</sup> As of 2017, due to new EIT KPIs and methodology, only new start-ups are counted.

<sup>95</sup> As of 2017, due to new EIT KPIs and methodology, only new products/processes launched on market are counted.

### Result Indicator 35: Leverage effect of the EIT on other financial sources

**Definition:** % of KICs own contribution to their total budget in relation to EIT funding

**Source:** EIT Annual Activity Report

| Baseline 2013    | Milestones foreseen |      |               |      |      |      | Target 2020   |
|------------------|---------------------|------|---------------|------|------|------|---|
|                  | 2014                | 2015 | 2016          | 2017 | 2018 | 2019 |   |
| 360 million Euro | 670                 | 850  | 640 (revised) |      |      |      | 700 million Euros (revised <sup>96</sup> ) from non- EIT financial sources mobilised, corresponding to 75% funding of the total KICs budget |
|                  | Actual results      |      |               |      |      |      |   |
|                  |                     | 76%  | 77%           | 80%  | 127% |      |   |

## B. YOUTH

**Specific Objective 2.2:** To foster quality improvements, innovation excellence and internationalisation, in particular through enhanced transnational cooperation **at the level of institutions/organisations** between organisations in the youth field and other stakeholders<sup>97</sup>.

Related to  
**Erasmus +**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through other)

### \* Output indicator 42: Users of Eurodesk

**Definition:** The number of users of Eurodesk (*As a support organisation to Erasmus+, Eurodesk, a network of 1.200 youth professionals work with Eurodesk in 34 countries in 2016, makes information on learning mobility accessible to young people and youth professionals.*)

**Source:** Eurodesk Brussels Link

**Programme Statement Erasmus+:** Specific Objective 8 – Indicator 1

| Baseline 2013  | Milestones foreseen |         |                       |         |                       |                    | Target 2020 |
|--|---------------------|---------|-----------------------|---------|-----------------------|--------------------|-------------|
|  | 2014                | 2015    | 2016                  | 2017    | 2018                  | 2019               |             |
| 140 000 information enquiries answered through the Euro desk network | 140 000             | 140 000 | 140 000               | 140 000 | 140 000               | 140 000            | 140 000     |
|  | Actual results      |         |                       |         |                       |                    |             |
|  | 258 500             | 266 000 | 338 381 <sup>98</sup> | 338 116 | 339 000 <sup>99</sup> | n/a <sup>100</sup> |             |

<sup>96</sup> In comparison to MP 2015, the amount of the leverage effect has been adapted to take into account the impact of the contribution of the EIT to the EFSI. This implies a reduction slightly higher than 1 billion.

<sup>97</sup> Including Erasmus+' specific objective '(b) to foster quality improvements in youth work, in particular through enhanced cooperation between organisations in the youth field and/or other stakeholders;'

<sup>98</sup> This figure has significantly increased because of the European Solidarity Corps kick off which generated a lot of interest and enquiries across the network.

<sup>99</sup> In 2018, the Eurodesk network answered over 339,000 enquiries, had over 430,000 social media followers and received 12.1 million website visits. Over 3,600 trainings were held by Eurodesk for around 36,000 participants to further enhance knowledge of youth workers from all over Europe.

<sup>100</sup> Eurodesk will make data for 2019 available mid-March 2020.

## C. SPORT

**Specific Objective 3.2:** To support **good governance in sport** and dual careers of athlete Related to **Erasmus +**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through other)

**\* Result indicator 46: Results increasingly used to improve good governance in sport and dual careers.**

**Definition:** Percentage of participants (*expressed as % of Erasmus + sport organisations*) who have used the results of cross-border projects to improve good governance and dual careers

**Source:** Final reports to be submitted by the beneficiary organisations under preparatory actions and then Erasmus+ sport

**Programme Statement Erasmus+:** Specific Objective 12 – Indicator 1

| Baseline<br>2009-2013                     | Milestones foreseen <sup>101</sup> |      |      |      |      |      | Target 2020 |
|---|------------------------------------|------|------|------|------|------|-------------|
|   | 2014                               | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| 0% (new EU action, no baseline available) | 9%                                 |      |      | 50 % |      |      | 75 %        |
|   | Actual results <sup>102</sup>      |      |      |      |      |      |             |
|   | 40%                                | 35%  | 45%  | 55%  | 65%  | 70%  |             |

## D. CULTURE

**\* Impact indicator 13: Contribution of cultural and creative sectors to the EU economy**

**Definition:** The cultural and creative sectors' level, change in and share of employment and share of gross domestic product

**Source:** EU competitiveness report 2010

**Programme Statement Creative Europe:** General Objective 2– Indicator 1

| Baseline<br>2010   | Milestones foreseen   |      |      |                     |   |      | Target 2020                          |
|--|---|------|------|---------------------|---|------|--------------------------------------|
|  | 2014  | 2015 | 2016 | 2017                | 2018  | 2019 |                                      |
| In 2010 between 3 % and 3,8 % of the total European workforce <sup>103</sup> |   |      |      |                     | In view of economic crisis, to safeguard 2010 figures |      | 4 % of the total European workforce; |
| Actual results   |   |      |      |                     |   |      |                                      |
| In 2010 between 3,3 % and 4,5 % of total European GDP <sup>104</sup>         | 2,9% of total number of people in employment <sup>105</sup> |      |      | 3,8% <sup>106</sup> | 3,8% <sup>107</sup>                                   | n/a  | 4,8 % of total European GDP;         |

<sup>101</sup> In line with DG EAC Strategic Plan 2016-2020.

<sup>102</sup> Result indicator: the final results can only be provided when all the projects will be finalised.

<sup>103</sup> 3,3 % of EU's active population (TERA consultants 2014, <http://www.teraconsultants.fr/en/issues/The-Economic-Contribution-of-the-Creative-Industries-to-EU-in-GDP-and-Employment>

3,8 % of EU workforce (Ernst and Young France 2014, <http://www.createurope.eu/en/wp-content/uploads/2014/11/study-full-en.pdf>

<sup>104</sup> 4,2 % of EU GDP (TERA consultants 2014); 4,4 % of EU GDP (Ernst and Young France 2014),

<sup>105</sup> Culture statistics, 2016 edition, Eurostat

<sup>106</sup> Source : Eurostat. <https://ec.europa.eu/eurostat/web/culture/statistics-illustrated>

<sup>107</sup> Source : Eurostat. Culture statistics, 2019 edition, Eurostat

**Specific Objective 4.1:** To support the capacity of the European cultural and creative sectors to operate transnationally and internationally<sup>108</sup>

Related to  
**Creative Europe**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through other)

**\* Result indicator 49: Internationalisation of EU-supported cultural operators** (Creative Europe)

**Definition:** The scale of international activities of cultural and creative organisations and the number of transnational partnership projects created *and funded by the Creative Europe programme with the participation of operators from more than 3 countries*

**Source:** Projects final reports

**Programme Statement Creative Europe:** Specific Objective 1 – Indicator 1

| Baseline 2012  | Milestones              |      |  |        |        |        | Target 2020   |
|--|-------------------------|------|--|--------|--------|--------|---|
|  | 2014                    | 2015 | 2016   | 2017   | 2018   | 2019   |   |
| 7 000 transnational partnerships involving at least 3 countries, latest known result at end 2012 | available as of 2017-18 |      | 310 from MEDIA<br>426 from Culture sub-programme | 7 600  |        |        | Creation of 8 000 transnational partnerships involving at least 3 countries |
| Actual results   |                         |      |  |        |        |        |   |
|  |                         |      |  | 10 094 | 10 289 | 10.504 |   |

**\* Result Indicator 50: Professionals with better skills and employability** (Creative Europe)

**Definition:** Number of learning experiences and activities (*expressed as number of professionals*) supported by the Creative Europe programme which have improved the competences and increased the employability of cultural and creative players, including audiovisual professionals<sup>109</sup>

**Source:** Projects final reports

**Programme Statement Creative Europe:** Specific Objective 1 – Indicator 2

| Baseline 2012                                   | Milestones foreseen |                   |                   |                   |                   |      | Target 2020                                     |
|---|---------------------|-------------------|-------------------|-------------------|-------------------|------|---|
|   | 2014                | 2015              | 2016              | 2017              | 2018              | 2019 |   |
| 140 000 professionals with learning experiences |                     |                   |                   | 190 000           |                   |      | 240 000 professionals with learning experiences |
|   | Actual results      |                   |                   |                   |                   |      |   |
|   | 1 668 (48% women)   | 2 312 (50% women) | 2 502 (48% women) | 2 361 (50% women) | 2 166 (52% women) | n/a  |   |

<sup>108</sup> Including Creative Europe's specific objective '(a) to support the capacity of the European cultural and creative sectors to operate transnationally and internationally;'

<sup>109</sup> Art. 1, 2 c; Commission Delegated Regulation (EU) 2019/1974 of 17 May 2019 supplementing Regulation (EU) No 1295/2013 of the European Parliament and of the Council by establishing additional qualitative and quantitative performance indicators establishes the following new indicator that should replace the current one as soon as data are available: 'Number of participants in learning experiences and activities, supported by the programme, having improved their competences and increased their employability (including the proportion of women)'



**Specific Objective 4.3:** To support transnational **policy** cooperation in order to foster policy development, innovation, creativity, audience building and new business models<sup>110</sup>

Related to  
**Creative Europe**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through other)

**\* Result indicator 53: Influence of EU cultural cooperation on national policy making**

**Definition:** Number of Member States making use of the results of the Open Method of Coordination in their national policy development

**Source:** Voluntary reports by EU MS

**Programme Statement Creative Europe:** Specific Objective 4 – Indicator 1

| Baseline<br>2013 | Milestones foreseen |      |      |      |      |      | Target 2020 |
|------------------|---------------------|------|------|------|------|------|-------------|
|                  | 2014                | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| 10 Member States | 12                  | 13   | 14   | 15   | 16   | 17   | 20          |
|                  | Actual results      |      |      |      |      |      |             |
|                  | 12                  | 13   | 14   |      | 16   | 17   |             |

**Specific Objective 4.4:** To strengthen the **financial capacity** of small and medium-sized enterprises and organisations in the cultural and creative sectors in a sustainable and balanced way across countries and sectors<sup>111</sup>.

Related to  
**Creative Europe**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through EIB)

**\* Output indicator 55: Guaranteed loan supply**

**Definition:** The volume of loans guaranteed to SMEs in cultural and creative sectors in the framework of the Guarantee facility, categorised by national origin, size and micro, small and medium-sized organisations

**Source:** annual report from the European Investment Fund

**Programme Statement Creative Europe:** Specific Objective 3 – Indicator 1

| Baseline<br>2013   | Milestones foreseen |      |      |                 |                 |                                | Target 2020     |
|--|---------------------|------|------|-----------------|-----------------|--------------------------------|-----------------|
|  | 2014                | 2015 | 2016 | 2017            | 2018            | 2019                           |                 |
| 20 million EUR guaranteed loans (MEDIA Production Guarantee Fund, end 2013) <sup>112</sup> |                     |      |      | 180 million EUR | 250 million EUR |                                | 0,5 billion EUR |
|  | Actual results      |      |      |                 |                 |                                |                 |
|  |                     |      | none |                 | 127 million EUR | 340 million EUR <sup>113</sup> |                 |

<sup>110</sup> Including Creative Europe's specific objective '(d) to foster policy development, innovation, creativity, audience development and new business and management models through support for transnational policy cooperation'.

<sup>111</sup> Including Creative Europe's specific objective '(c) to strengthen the financial capacity of SMEs and micro, small and medium-sized organisations in the cultural and creative sectors in a sustainable way, while endeavouring to ensure a balanced geographical coverage and sector representation'. This part of the cross sectoral strand of Creative Europe will be managed jointly with DG CNECT.

<sup>112</sup> Breakdowns by national origin, size and sectors of SMEs or organisations and by participating financial intermediaries categorised by national origin are provided in the annual report from the European Investment Fund.

<sup>113</sup> Based on the Q3 Operational Report of the guarantee facility. The development of the scheme depends on the establishment of national financial intermediaries. Limited CCS knowledge and capacity to deliver on guarantee requirements in financial intermediaries hinder market uptake, together with lack of political pressure and other available funding sources in some Member States. Introduction of the capacity building services will contribute to a further ramp up of the implementation of the facility.

**\* Result indicator 58: Leverage effect of guaranteed loans**

**Definition:** The leverage effect of guaranteed loans in relation to the indicative leverage effect (1:5,7) achieved by SMEs in cultural and creative sectors in the framework of the Guarantee facility

**Source:** annual report from the European Investment Fund

**Programme Statement Creative Europe:** Specific Objective 3 – Indicator 6

| Baseline 2011 <sup>114</sup> | Milestones foreseen |      |      |       |       |                    | Target 2020 |
|------------------------------|---------------------|------|------|-------|-------|--------------------|-------------|
|                              | 2014                | 2015 | 2016 | 2017  | 2018  | 2019               |             |
| 1:5,7 (estimated)            |                     |      |      | 1:5,7 | 1:5,8 | 1:5,9              | 1:6         |
|                              | Actual results      |      |      |       |       |                    |             |
|                              |                     |      | 0    |       | 1:2   | 3:9 <sup>115</sup> |             |

**\* Result Indicator 60: Diversity of guaranteed loan beneficiaries**

**Definition:** Number, national origin and sub-sectors of final beneficiaries benefiting from the Guarantee facility, categorised by national origin, size and sectors

**Source:** annual report from the European Investment Fund

**Programme Statement Creative Europe:** Specific Objective 3 – Indicator 4

| Baseline 2013  | Milestones foreseen |      |      |  |   |  | Target 2020   |
|--|---------------------|------|------|--|---|--|---|
|  | 2014                | 2015 | 2016 | 2017   | 2018  | 2019   |   |
| 48 beneficiaries from audiovisual sector from 8 Member States (MEDIA Production Guarantee Fund, end 2013) <sup>116</sup> |                     |      |      | 1 500 beneficiaries from 5 sub-sectors, from 7 participating countries | 3 000 beneficiaries from 5 sub-sectors, from 10 participating countries |  | 7 000 beneficiaries from 5 sub-sectors, from 15 participating countries |
|  | Actual results      |      |      |  |   |  |   |
|  |                     |      | 0    |  | 477 final recipients, from 71 different NACE codes from 11 MS           | 1 302 final recipients from 80 NACE codes, from 15 MS <sup>117</sup> |   |

<sup>114</sup> There is no EU wide financial instrument for the sector. An estimated ratio of 1:5,7 according to the ex-ante impact assessment for the Creative Europe programme.

<sup>115</sup> Based on the Q3 Operational Report of the guarantee facility. Leverage effect is defined as the ratio of funds actually delivered to final recipients by the amount of the EU contribution available for operations. As market uptake continues, the leverage factor will grow and is expected to reach its target.

<sup>116</sup> Breakdowns by national origin, size and sectors of SMEs or organisations are provided in the annual report from the European Investment Fund.

<sup>117</sup> Based on the Q3 Operational Report of the guarantee facility. The Creative and cultural sectors Guarantee Facility only started in mid-2016 due to budgetary constraints.

# PART 4. GENERAL OBJECTIVE 1B - INDICATORS FOR JOBS AND GROWTH / SOCIAL INCLUSIVENESS

## General objective 1-B

Under the overarching Commission objective of 'A New Boost for Jobs, Growth and Investment', EU level intervention aims at **social inclusiveness** based on European values through education, youth, culture and sport

Related to  
**Erasmus+  
Horizon 2020  
Creative  
Europe**

Through this general objective, DG Education and Culture contributes as well to the following other General Objectives of the Commission:

- Towards a New Policy on Migration (education)
- A Stronger Global Actor (education, youth, culture)
- A Union of democratic Change (education, youth, culture)

## A. EDUCATION AND INNOVATION

\* **Commission-level impact indicator 4: Share of early leavers from education and training** (Europe 2020 headline target)

**Definition:** Proportion of 18-24 year olds (1) who have only lower-secondary education and (2) are not enrolled in education or training<sup>118</sup>.

**Source:** Eurostat; The Labour Force Survey (annual average based on quarterly data)

[Bookmark](#)

**Programme Statement Erasmus+:** General Objective 1 – Indicator 1

| Baseline<br>2013                                  | Milestones foreseen |        |       |       |       |        | Target 2020 |
|---|---------------------|--------|-------|-------|-------|--------|-------------|
|   | 2014                | 2015   | 2016  | 2017  | 2018  | 2019   |             |
| Latest known<br>situation<br>11,9% <sup>119</sup> | 11,7 %              | 11,4 % | 10,8% | 10,6% | 10,4% | 10,2 % | 10 %        |
|   | Actual results      |        |       |       |       |        |             |
|   | 11.2 %              | 11.0%  | 10.7% | 10.6% | 10.6% | n/a    |             |

**Impact indicator 4:** Early childhood education and care

**Definition:** The share of the population aged 4 to the age when the compulsory primary education starts which are participating in early childhood education and care (ECEC)

**Source:** Eurostat, UOE - [Bookmark](#)

| Baseline<br>2012 | Milestones foreseen |       |       |       |                      |                      | Target 2020 |
|------------------|---------------------|-------|-------|-------|----------------------|----------------------|-------------|
|                  | 2014                | 2015  | 2016  | 2017  | 2018                 | 2019                 |             |
| 93.9%            |                     | 94.3% |       | 94.5% |                      |                      | 95 %        |
|                  | Actual results      |       |       |       |                      |                      |             |
|                  | 94.2%               | 94.9% | 95.3% | 95.4% | Available<br>in 2020 | Available<br>in 2021 |             |

<sup>118</sup> More specifically (1) who have only at most lower secondary (International Standard Classification of Education (ISCED) level 0, 1, 2 ; and (2) who declared not having received any education or training in the four weeks preceding the survey.

<sup>119</sup>

[http://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&language=en&pcode=t2020\\_40&plugin=1](http://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&language=en&pcode=t2020_40&plugin=1)

### Impact indicator 5: Low achievement in basic skills at school

**Definition:** The share of 15-year old Europeans failing to reach level 2 in reading, mathematics and science as measured by the OECD's PISA survey

**Source:** OECD's Programme for International Student Assessment (PISA). Results reported every 3 years.

| Baseline<br>2012                               | Milestones foreseen |                         |      |      |                         |      | Target 2020                         |
|--|---------------------|-------------------------|------|------|-------------------------|------|-------------------------------------|
|  | 2014                | 2015                    | 2016 | 2017 | 2018                    | 2019 |                                     |
| Reading: 17,8%<br>Maths 22,1%<br>Science 16,6% |                     | 19.7%<br>22.2%<br>20.6% |      |      | 15%<br>17%<br>14%       |      | Less than 15%<br>for all indicators |
|  | Actual results      |                         |      |      |                         |      |                                     |
|  |                     | 19.7%<br>22.2%<br>20.6% |      |      | 21.7%<br>22.4%<br>21.6% |      |                                     |

**Specific Objective 1.5:** To improve the teaching and learning of **languages** and promote the Union's broad linguistic diversity and intercultural awareness<sup>120</sup>.

Related to  
**Erasmus+**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through other)

### \* Result indicator 25: Language skills of participants

**Definition:** % of Erasmus+ participants in long-term mobility declaring that they have increased their language skills

**Source:** Individual participant report to be submitted under Erasmus+

**Programme Statement Erasmus+:** Specific Objective 5 – Indicator 1

| Baseline<br>2010 <sup>121</sup> | Milestones foreseen <sup>67</sup> |      |      |      |      |      | Target 2020 |
|---------------------------------|-----------------------------------|------|------|------|------|------|-------------|
|                                 | 2014                              | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| HE: 94 %                        |                                   | 95 % |      | 96%  | 96%  | 96%  | 98 %        |
|                                 | Actual results <sup>67</sup>      |      |      |      |      |      |             |
|                                 | 98%                               | 98%  | 97%  | 97%  | 97%  | 95%  |             |
| VET: 81 %                       |                                   |      |      | 87 % | 87%  | 87%  | 90 %        |
|                                 | Actual results                    |      |      |      |      |      |             |
|                                 | 97%                               | 96%  | 96%  | 96%  | 96%  | 96%  |             |

Specific Objective 1.6: To promote excellence in teaching and research activities in European integration through **Jean Monnet** activities worldwide<sup>78</sup>.

Related to  
**Erasmus+**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through other)

<sup>120</sup> Including Erasmus+' specific objective (e).

<sup>121</sup> In order to compare data, 'long-term' mobility is considered here as from 2 months and over across all sectors.

**\* Output indicator 26: Students trained through Jean Monnet activities**

**Definition:** Number of Students receiving training through Jean Monnet activities

**Source:** Online Reporting Tool for the Jean Monnet Programme (which in the future should be connected to Pegasus to allow the creation of statistics)

**Programme Statement Erasmus+:** Specific Objective 6 – Indicator 1

**Management plan 2019:** Specific objective 2.6 p. 11

| Baseline<br>2007 | Milestones foreseen |         |         |         |         |         | Target 2020 |
|------------------|---------------------|---------|---------|---------|---------|---------|-------------|
|                  | 2014                | 2015    | 2016    | 2017    | 2018    | 2019    |             |
| 120 000          | 215 000             | 235 000 | 260 000 | 285 000 | 310 000 | 335 000 | 360 000     |
|                  | Actual results      |         |         |         |         |         |             |
|                  | 246 000             | 267 000 | 286 000 | 307 000 | 311 000 | 359 000 |             |

**Result Indicator 27: Worldwide scope of Jean Monnet activities**

**Definition:** Number of countries where Jean Monnet activities have been performed successfully, increasing knowledge in partner countries

**Source:** Online Reporting Tool for the Jean Monnet to be connected to Pegasus

**Management plan 2019:** Specific objective 2.6 p. 11

| Baseline<br>2013 | Milestones foreseen |      |      |      |      |      | Target 2020 |
|------------------|---------------------|------|------|------|------|------|-------------|
|                  | 2014                | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| 78 countries     | 78                  | 80   | 81   | 82   | 83   | 84   | 85          |
|                  | Actual results      |      |      |      |      |      |             |
|                  | 78                  | 78   | 86   | 87   | 88   | 89   |             |

## B. YOUTH

**Impact indicator 10: Youth out-of-school participation**

**Definition:** Percentage of young people declaring that they have participated in any out-of-school organisation (youth organisation, NGO, sport club...) during the last year.

**Source:** Eurobarometer, every two years

**Comment:** see section on Youth strategy under general objective 1.B

| Baseline<br>2013 | Milestones foreseen |      |      |                    |      |                   | Target 2020 |
|------------------|---------------------|------|------|--------------------|------|-------------------|-------------|
|                  | 2014                | 2015 | 2016 | 2017               | 2018 | 2019              |             |
| 56%              |                     |      |      | 58%                |      |                   | 60%         |
|                  | Actual results      |      |      |                    |      |                   |             |
|                  |                     | 49%  |      | 53% <sup>122</sup> |      | Available in 2020 |             |

<sup>122</sup> <http://ec.europa.eu/commfrontoffice/publicopinion/index.cfm/Survey/getSurveyDetail/instruments/FLASH/search/youth/surveyKy/2163>

**Specific Objective 2.1:** To improve the level of key competences and skills, in particular through increased opportunities for **learning mobility** and strengthened cooperation with the world of work in **the field of youth** including for young people with fewer opportunities, those active in youth work or youth organisations and youth leaders with particular regard to participation in democratic life in Europe and the labour market, active citizenship, intercultural dialogue, social inclusion and solidarity<sup>123</sup>.

Related to  
**Erasmus+**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through other)

**\* Result Indicator 36: Learning mobility opportunities through Erasmus+**

**Definition:** Number of young people engaged in mobility actions supported by the Programme, by country, sector, action and gender.<sup>66</sup>

**Source:** EU reporting through Erasmus+ IT tool

**Programme Statement Erasmus+:** Specific Objective 7 – Indicator 3

| Baseline<br>2012    | Milestones foreseen <sup>66</sup> |      |      |      |                    |      | Target 2020 |
|---------------------|-----------------------------------|------|------|------|--------------------|------|-------------|
|                     | 2014                              | 2015 | 2016 | 2017 | 2018               | 2019 |             |
| Youth: 59 (in 1000) | 69                                | 70   | 70   | 77   | 92                 | 107  | 124         |
|                     | Actual results <sup>66</sup>      |      |      |      |                    |      |             |
|                     | 84                                | 92   | 102  | 111  | 103 <sup>124</sup> | 113  |             |

**\* Result indicator 37: Better skills for participants**

**Definition:** % of *Erasmus+* participants declaring that they have improved their key competences and/or their skills relevant for employability

**Source:** Individual participant report to be submitted under Erasmus+

**Programme Statement Erasmus+:** Specific Objective 7 – Indicator 1

| Baseline<br>2012 | Milestones foreseen <sup>67</sup> |      |      |      |      |      | Target 2020 |
|------------------|-----------------------------------|------|------|------|------|------|-------------|
|                  | 2014                              | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| Youth 75%        |                                   |      | 77%  |      |      |      | 80%         |
|                  | Actual results <sup>67</sup>      |      |      |      |      |      |             |
|                  | 94%                               | 94%  | 94%  | 94%  | 95%  | 95%  |             |

**Result Indicator 38: Social and political participation of young people**

**Definition:** % of Erasmus + young participants declaring being better prepared to participate in social and political life

**Source:** Individual participant report to be submitted under Erasmus+

| Baseline<br>2011 | Milestones foreseen <sup>67</sup> |      |      |      |      |      | Target 2020 |
|------------------|-----------------------------------|------|------|------|------|------|-------------|
|                  | 2014                              | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| 78%              |                                   | 80%  |      | 80%  |      |      | 80%         |
|                  | Actual results <sup>67</sup>      |      |      |      |      |      |             |
|                  | 77%                               | 77%  | 80%  | 79%  | 84%  | 83%  |             |

<sup>123</sup> Including Erasmus+' specific objective '(a) to improve the level of key competences and skills of young people, including those with fewer opportunities, as well as to promote participation in democratic life in Europe and the labour market, active citizenship, intercultural dialogue, social inclusion and solidarity, in particular through increased learning mobility opportunities for young people, those active in youth work or youth organisations and youth leaders, and through strengthened links between the youth field and the labour market;'

<sup>124</sup> The decrease in results observed in 2017 and 2018 is due to the transfer of funds for the volunteering activities to the new spending programme – European Solidarity Corps. The new regulation was adopted in October 2018.

**\* Result indicator 39: Language skills of participants**

**Definition:** % of *Erasmus+* participants in voluntary actions declaring that they have increased their language skills

**Source:** Individual participant report to be submitted under Erasmus+

**Programme Statement Erasmus+:** Specific Objective 7 – Indicator 2

| Baseline<br>2010 | Milestones foreseen <sup>67</sup> |      |      |      |                    |      | Target 2020 |
|------------------|-----------------------------------|------|------|------|--------------------|------|-------------|
|                  | 2014                              | 2015 | 2016 | 2017 | 2018               | 2019 |             |
| 87%              |                                   | 90%  |      | 92%  |                    |      | 95%         |
|                  | Actual results <sup>67</sup>      |      |      |      |                    |      |             |
|                  | 97%                               | 97%  | 96%  | 96%  | n/a <sup>125</sup> |      |             |

**\*Output indicator 40: Staff supported by the programme**

**Definition:** Number of staff supported by the Programme, by country and *for the sector youth*.<sup>66</sup>

**Source:** EU reporting through Erasmus+ IT tool

**Programme Statement Erasmus+:** General Objective 1 – Indicator 5

| Baseline<br>2013 <sup>126</sup> <sup>127</sup> | Milestones foreseen <sup>66</sup> |      |      |      |      |      | Target 2020 |
|--|-----------------------------------|------|------|------|------|------|-------------|
|  | 2014                              | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| - Youth: 16<br>Number in 1 000                 | 21                                | 21   | 22   | 23   | 24   | 25   | 26          |
|  | Actual results <sup>66</sup>      |      |      |      |      |      |             |
|  | 34                                | 31   | 29   | 32   | 33   | 39   |             |

**\* Output indicator 41: Participants with special needs or fewer opportunities**

**Definition:** Number of participants with special needs or fewer opportunities supported by the programme (*Erasmus+, youth*).<sup>66</sup>

**Source:** EU reporting through Erasmus+ IT tool

**Programme Statement Erasmus+:** General Objective 1 – Indicator 6

| Baseline<br>2013   | Milestones foreseen <sup>66</sup> |      |      |      |      |                   | Target 2020 |
|--|-----------------------------------|------|------|------|------|-------------------|-------------|
|  | 2014                              | 2015 | 2016 | 2017 | 2018 | 2019              |             |
| Special needs or<br>fewer opportunities<br>(Youth) 18,7<br>Number in 1 000 | 47                                |      |      | 21,6 |      |                   | 37          |
|  | Actual results <sup>66</sup>      |      |      |      |      |                   |             |
|  | 26                                | 31   | 37   | 42   | 41   | 14 <sup>128</sup> |             |

<sup>125</sup> There was no survey for this action following introduction of European Solidarity Corps.

<sup>126</sup> Reporting on the performance of the programme in a specific year (n) including detailed reports (breakdown) on the indicators annexed to the basic act will be produced by Q2 of the following year (n+1) and published on the Erasmus+ website. Figures updated to EU 28.

<sup>127</sup> In line with DG EAC Strategic Plan 2016-2020.

<sup>128</sup> Mobility periods are ongoing for 2019, final values will be updated once all mobility periods end.

**Specific Objective 2.3:** To promote at **policy** level, in particular through enhanced policy cooperation, the dissemination of good practices and better use of Union transparency and recognition tools in the field of youth: evidence-based youth policy, as well as the recognition of non-formal and informal learning, with a view to complementing policy reforms at local, regional and national level<sup>129</sup>.

Related to  
**Erasmus +**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through other)

**\* Result indicator 43: Formal recognition of participation**

**Definition:** % of Erasmus + participants who have received a certificate (for example a Youthpass), diploma or other kind of formal recognition of their participation in the Programme

**Source:** EU reporting through Erasmus+ IT tool

**Programme Statement Erasmus+:** Specific Objective 9 – Indicator 1

| Baseline<br>2010 | Milestones foreseen <sup>67</sup> |      |      |      |      |      | Target 2020 |
|------------------|-----------------------------------|------|------|------|------|------|-------------|
|                  | 2014                              | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| 26 %             |                                   | 35 % |      | 45 % |      |      | 65 %        |
|                  | Actual results <sup>67</sup>      |      |      |      |      |      |             |
|                  | 77%                               | 78%  | 81%  | 82%  | 86%  | 86%  |             |

**Specific Objective 2.4:** To support the Union's external action, including its development objectives, through targeted capacity-building in partner countries, cooperation between Union and partner-country institutions or other stakeholders and the promotion of mobility, and to enhance the **international dimension** of activities in the field of youth in particular as regards the role of youth workers and support structures for young people<sup>130</sup>.

Related to  
**Erasmus +**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through other)

**\* Result indicator 44: Involvement of EU and non-EU youth organisations**

**Definition:** Number of youth organisations from both Erasmus+ programme countries and Erasmus+ partner countries<sup>131</sup> involved in projects supported through international mobility and cooperation actions under the Erasmus+ programme.<sup>66</sup>

**Source:** The mobility tool used by NAs for decentralised actions and the EACEA Pegasus database

**Programme Statement Erasmus+:** Specific Objective 10 – Indicator 1

| Baseline<br>2011 | Milestones foreseen <sup>66</sup> |       |       |       |       |       | Target 2020 |
|------------------|-----------------------------------|-------|-------|-------|-------|-------|-------------|
|                  | 2014                              | 2015  | 2016  | 2017  | 2018  | 2019  |             |
| 5 300            | 5 500                             |       | 5 600 |       | 5 800 |       | 6 000       |
|                  | Actual results <sup>66</sup>      |       |       |       |       |       |             |
|                  | 9 179                             | 6 179 | 7 371 | 8 198 | 5 648 | 5 936 |             |

<sup>129</sup> Including Erasmus+' specific objective '(c) to complement policy reforms at local, regional and national level and to support the development of knowledge and evidence-based youth policy as well as the recognition of non-formal and informal learning, in particular through enhanced policy cooperation, better use of Union transparency and recognition tools and the dissemination of good practices'.

<sup>130</sup> Including Erasmus+' specific objective '(d) to enhance the international dimension of youth activities and the role of youth workers and organisations as support structures for young people in complementarity with the Union's external action, in particular through the promotion of mobility and cooperation between the Union and partner-country stakeholders and international organisations and through targeted capacity-building in partner countries'.

<sup>131</sup> Countries which do not participate fully in the Erasmus+ Programme, but which may take part (as partners or applicants) in certain Actions of the Programme.



## C. SPORT

### Impact indicator 11 : Reduction of the share of EU population who does not practice any sport / physical activity

**Definition:** Percentage of people in the EU aged over 15 and who never exercise or play sport

**Source:** Eurobarometer (2009; 2014;2018)

**Comment:** see sections on Challenges under general objective 1.A and 1.B

| Baseline<br>2009 | Milestones foreseen |      |      |      |                    |      | Target 2020 |
|------------------|---------------------|------|------|------|--------------------|------|-------------|
|                  | 2014                | 2015 | 2016 | 2017 | 2018               | 2019 |             |
| 39%              | (actual: 42%)       |      |      |      | 38%                |      | 36%         |
|                  | Actual results      |      |      |      |                    |      |             |
|                  |                     |      |      | 46%  | 46% <sup>132</sup> | n/a  |             |

**Specific Objective 3.1:** To tackle cross-border **threats to integrity of sport** such as doping, match-fixing, violence as well as all kind of intolerance and discrimination

Related to  
**Erasmus+**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through other)

### \* Result indicator 45: Results increasingly used to fight against threats to sport

**Definition:** Percentage of participants (*expressed as Erasmus+ sport organisations*) that use the results of cross-border projects to combat threats to sport

**Source:** Final reports to be submitted by the beneficiary organisations under preparatory actions and then Erasmus+ sport

**Programme Statement Erasmus+:** Specific Objective 11 – Indicator 1

| Baseline<br>2009-2013                     | Milestones foreseen <sup>133</sup> |      |      |      |      |      | Target 2020 |
|---|------------------------------------|------|------|------|------|------|-------------|
|   | 2014                               | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| 0% (new EU action, no baseline available) | 6,6 %                              |      |      | 50 % |      |      | 75 %        |
|   | Actual results <sup>134</sup>      |      |      |      |      |      |             |
|   | 55%                                | 60%  | 65%  | 70%  | 70%  | 75%  |             |

**Specific Objective 3.3:** To promote voluntary activities in sport, together with social inclusion, equal opportunities and **health-enhancing physical activity** through increased **participation in, and equal access to sport**

Related to  
**Erasmus+**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through other)

<sup>132</sup> According to the 'Special Eurobarometer on sport and physical activity' published on 6 March 2018 the proportion of those who say they never exercise or play sport has slightly increased from 42% to 46% Europe-wide, and this is a continuation of a gradual trend since 2009.

<sup>133</sup> In line with DG EAC Strategic Plan 2016-2020.

<sup>134</sup> Result indicator: the final results can only be provided when all the projects will be finalised.

**\* Result indicator 47: Results increasingly used to enhance social inclusion, equal opportunities and sport participation rates**

**Definition:** Percentage of participants (*expressed as % of Erasmus + sport organisations*) who have used the results of cross-border projects to enhance social inclusion, equal opportunities and participation rates

**Source:** Final reports to be submitted by the beneficiary organisations under preparatory actions and then Erasmus+ sport

**Programme Statement Erasmus+:** Specific Objective 13 – Indicator 1

| Baseline<br>2009-2013                           | Milestones foreseen |      |      |      |      |      | Target 2020 |
|---|---------------------|------|------|------|------|------|-------------|
|   | 2014                | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| 0% (new EU action,<br>no baseline<br>available) |                     |      |      | 50 % |      |      | 75 %        |
|   | Actual results      |      |      |      |      |      |             |
|   | 35%                 | 45%  | 55%  | 65%  | 70%  | 75%  |             |

**\* Result indicator 48: Size of membership of sport organisations**

**Definition:** Size of membership of sport organisations (*% of small grassroots less than 1000 members*) applying for, and taking part in, the Programme, by country<sup>135</sup>.

**Source:** Applications submitted under the Erasmus+ Sport call for proposals

**Programme Statement Erasmus+:** Specific Objective 13 – Indicator 2

| Baseline                                    | Milestones foreseen |      |      |      |      |      | Target 2020 |
|---|---------------------|------|------|------|------|------|-------------|
|   | 2014                | 2015 | 2016 | 2017 | 2018 | 2019 |             |
| % (new EU action,<br>no baseline available) |                     |      |      | 30 % |      |      | 50%         |
|   | Actual results      |      |      |      |      |      |             |
|   | 25%                 | 25%  | 27%  | 30%  | 35%  | 40%  |             |

\* Size of membership of sport organisations (*% of small grassroots less than 1000 members in the projects*)

<sup>135</sup> Reporting on the performance of the programme in a specific year (n) including detailed reports (breakdown) on the indicators annexed to the basic act will be produced by Q2 of the following year (n+1) and published on the Erasmus+ website ([https://eacea.ec.europa.eu/sites/eacea-site/files/sport\\_-\\_basic\\_stats\\_2018\\_0.pdf](https://eacea.ec.europa.eu/sites/eacea-site/files/sport_-_basic_stats_2018_0.pdf))

## D. CULTURE

### \* Impact indicator 12: Access of EU citizens to European cultural works

**Definition:** The number of people accessing European cultural and creative works, including, where possible, works from countries other than their own.

**Source:** Special Eurobarometer 399 on Cultural access and participation (2013)<sup>136</sup>; mid-term evaluation, 2013.

**Programme Statement Creative Europe:** General Objective 1 – Indicator 1

| Baseline<br>2013   | Milestones |      |      |      |   |      | Target 2020                                  |
|--|------------|------|------|------|---|------|--|
|  | 2014       | 2015 | 2016 | 2017 | 2018  | 2019 |  |
| Europeans declaring that they benefited from the following items from another European country:<br>1. 160 million read a book (31%);<br>2. 140 million watched or listened to a cultural programme on TV/radio (27%);<br>3. 98 million visited a historical monument or site (19%);<br>4. 67 million went to a musical performance (13%);<br>5. 52 million attended a performance, festival, etc (10%);<br>6. 31 million saw a ballet, dance performance, or opera (6%);<br>7. 21 million went to a theatre performance (4%) |            |      |      |      | In view of the difficulty to monitor these specific indicators, supplementary indicators have been adopted through Commission Delegated Regulation (EU) 2019/1974 of 17 May 2019 supplementing Regulation (EU) No 1295/2013 of the European Parliament and of the Council by establishing additional qualitative and quantitative performance indicators (OJ L 308 of 29/11/2019) |      | Increase of 2% in comparison to 2017 results |

**Specific Objective 4.2:** To promote the transnational **circulation** of cultural and creative works and operators and reach new audiences in Europe and beyond, with a particular focus on children, young people, people with disabilities and under-represented groups<sup>137</sup>.

Related to  
**Creative Europe**

**Management mode:**  Direct DG  Direct Executive Agencies  Indirect (through other)

<sup>136</sup> The population used for extrapolating the number of people covers the EU28 as well as CH, NO, and IS i.e. 516.8 million people.

<sup>137</sup> Including Creative Europe's specific objective '(b) to promote the transnational circulation of cultural and creative works and transnational mobility of cultural and creative players, in particular artists, as well as to reach new and enlarged audiences and improve access to cultural and creative works in the Union and beyond, with a particular focus on children, young people, people with disabilities and under-represented groups;'

**\* Result Indicator 51: Audience of the Creative Europe programme**

**Definition:** Number of people directly and indirectly reached through projects supported by the Programme

**Source:** Future projects final reports and mid-term programme evaluation

**Programme Statement Creative Europe:** Specific Objective 2 – Indicator 5

| Baseline  | Milestones foreseen |      |      |         |  |                    | Target 2020                                  |
|---|---------------------|------|------|---------|--|--------------------|--|
|   | 2014                | 2015 | 2016 | 2017    | 2018   | 2019               |  |
| No baseline, first known results (2017) available in 2018 |                     |      |      |         | Not assessed during mid-term evaluation. A Performance Monitoring Report, Key data and figures will be published third quarter 2019. Meanwhile, figures provided are extracted from cooperation project beneficiaries' reports |                    | Increase of 5% in comparison to 2017 results |
|   | Actual results      |      |      |         |  |                    |  |
|   |                     |      |      | 3.2 mio | 4 mio <sup>138</sup>   | n/a <sup>139</sup> |  |

**\* Result Indicator 52: Projects addressed to children, young people and under-represented groups, and people reached**

**Definition:** Number of projects addressed to children, young people and under-represented groups and the estimated number of people reached.

**Source:** Future projects final reports and mid-term programme evaluation

**Programme Statement Creative Europe:** Specific Objective 2 – Indicator 6

| Baseline   | Milestones foreseen |      |      |                          |  |      | Target 2020                                   |
|--|---------------------|------|------|--------------------------|--|------|---|
|  | 2014                | 2015 | 2016 | 2017                     | 2018   | 2019 |   |
| No baseline, first known results (2017) available in 2018 for the first time |                     |      |      |                          | Not assessed during mid-term evaluation. A Performance Monitoring Report, Key data and figures will be published third quarter 2019. Meanwhile, figures provided are extracted from cooperation project beneficiaries' reports |      | Increase of 7 % in comparison to 2017 results |
|  | Actual results      |      |      |                          |  |      |   |
|  |                     |      |      | 1.6 million young people | 3.5 mio young people <sup>140</sup>  |      |   |

<sup>138</sup> Source: Reports from cooperation project beneficiaries' reports (2014-2016) Creative Europe Culture Sub-Programme.

<sup>139</sup> EACEA aggregated figures not yet available in January 2020.

<sup>140</sup> Source: Reports from project beneficiaries (2014-2016) Creative Europe Culture Sub-Programme. To be updated with figures from the latest Performance Monitoring Report 2014-2017 which will be available in March 2020.