



European
Commission

Management Plan 2020

DIRECTORATE GENERAL FOR EDUCATION,
YOUTH, SPORT, AND CULTURE

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Introduction

DG EAC's two flagship initiatives to roll out in 2020 are the new **Digital Education Action Plan** and a new Communication on the **European Education Area** with a new governance mechanism for the next decade. In 2020, DG EAC will also launch its next generation of funding programmes: Erasmus+, European Solidarity Corps, and Creative Europe, as well as the Marie Skłodowska-Curie Actions and the European Institute of Innovation and Technology, which are part of the Horizon 2020 Programme.

In spring 2020, **the COVID-19 pandemic** has affected around 100 million learners and teachers and has tested not only the resilience of education and training systems across Europe but also the well-being of our young people. It has affected millions of artists in the cultural and creative sectors and athletes and sport amateurs with the cancellation of events and the closing of tracks, bringing numerous small organisations to the brink of disappearance.

Tackling the effect of COVID-19 and our response to it requires two phases: an immediate response and the road to recovery. As demonstrated by the EU leadership in the coronavirus **#globalresponse**, these apply to our efforts within the EU and to our global partnerships, particularly with the Western Balkans, the EU Neighbourhood and Africa.

The 2020 Management plan highlights the actions and outputs planned in order to achieve DG EAC general and specific objectives, as laid out in its 2020-2024 Strategic Plan. DG EAC fulfils its mission under the leadership of Commissioner Gabriel responsible for **DG Education, Youth, Sport, and Culture**, in line with the overall objectives and political guidelines of the European Commission. Its mission targets to contribute to a **knowledge-based Europe** with the aim to achieve a competitive economy and an inclusive society, while addressing both the green transition and the digital transformation.

In this regard DG EAC develops policy actions and fosters cooperation with Member States supported by the relevant programmes:

- to **foster equity, excellence and agility in education systems**
- to **promote culture as a catalyst for the European values**
- to **stimulate competitive research and innovation**
- to **empower young people to become active citizens in the democratic life**
- to **develop the European dimension in sport**
- to **strengthen international cooperation**

Across domains, DG EAC aims to stimulate the development of competences, the learning mobility of individuals, mutual learning through increased cross border cooperation and involvement of stakeholders, as well as policy reform in Member States and partner countries around the world.

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

The COVID-19 pandemic represents a major shock for the global and EU economies, with severe socio-economic consequences. Despite the swift and comprehensive policy response at both EU and national level, the EU economy will experience a recession of historic proportions this year. The Summer 2020 Economic Forecast projects that the euro area economy will contract by a record of 8¾% in 2020 before recovering at an annual growth rate of 6% in 2021. The EU economy is forecast to contract by 8.3% in 2020 and grow by around 5.8% in 2021. Inequalities are bound to increase exponentially.

The European Union is to be a major actor in the recovery using education, culture, youth and sport as sectors of a structural policy and financial support. A strong role of and investment in education, youth and culture is expected in the Recovery and Resilience Plan and the new Multiannual Financial Framework. In the short term, education, culture, youth and sport should prevent human capital and mental resilience loss, in the medium and longer term they will recompose human capital formation and social tissue.

In line with the Commission immediate response to the COVID-19 outbreak, DG EAC promotes widely horizontal EU measures, such as the Corona Response Investment Initiative - which already led to the mobilisation of the European Social Fund in support of education related expenditure, should trigger investments for the cultural and creative sectors as well as the sports sector; the Temporary Framework for State aid measures to support the economy, including for the culture sector: the Support to mitigate Unemployment Risks in an Emergency' (SURE) to help protect jobs and workers affected by the coronavirus pandemic helpful for both the cultural and creative sector, and the sports sector.

DG EAC also responded immediately by contributing to the Coronavirus Global Response pledging marathon via substantial contributions, through its programmes, to the EU pledge, and by contributing to the COVID-19 rapid response Call with €6 million mobilised from European Institute of Innovation and Technology - Health Knowledge and Innovation Community.

In the short term, we expect that the offer of our programmes will have to stem less from physical mobility, and will need more of a structural and capacity-building effort to support European citizens and civil society. Erasmus, Creative Europe and European Solidarity Corps funds are well placed to support these capacity-building and cooperation actions.

A significant part of DG EAC activity is to promote and support its policy and programmes, through communication activities and events. Starting from 2020, when appropriate, these activities might be accompanied with a specific communication and dissemination plan, and be assessed in line with the Communication Network Indicators.

General Objective 1 – A European Green Deal

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

With the **Annual Sustainable Growth Strategy 2020**, the integration of the Sustainable Development Goals (SDGs) and the European Green Deal in the European Semester have been translated into an economic agenda for the EU focused on achieving competitive sustainability through the green and digital transformations of our economies.

Schools, universities and youth organisations are best placed to shape positive, conscious behaviour supporting sustainable development. A '**Sustainable Skills and Behaviour Coalition**' will trigger bottom-up initiatives through national branches to the EU level. The Coalition will mobilise available expertise, commitment and networks in education across the Member States and support the creation, testing and implementation of innovative solutions with pupils and students. It will serve as an effective platform for upscaling successful national initiatives (e.g. 'Environmental centres', 'Eco-schools').

The main goals of '**Education for environmental sustainability**' are to:

- equip each European citizen with the knowledge, skills and attitudes so that the way they work and live safeguards the environment, both in the present and for future generations
- engage students and young people through involvement of the wider community including businesses, local governments and the civil society, into agents for change towards more sustainable lifestyles and social development
- to develop a sustainable education environment by making institutions environment friendly and socially equitable.

This work will build on the key elements needed for promoting education for environmental sustainability and competences on climate change and sustainability, included in the 2018 Council Recommendation on key competences for lifelong learning (notably in the science, citizenship, entrepreneurship as well as personal, social and learning to learn competences set out in this recommendation). In addition, it will address the organisation of outreach and cooperation activities by schools and universities with the local community, parents, industry, public-health authorities, libraries, research centres, natural-science museums, etc.

In 2020, DG EAC will work with stakeholders and National Agencies to prepare a comprehensive **Green Strategy** for the next generation of **Erasmus+** and **European Solidarity Corps** to be launched in 2021. The goals of the Strategy will be to strive for carbon-neutrality for both programmes; to boost knowledge on environmental and climate issues, to foster competences-development in educational areas and economic sectors that are strategic for Europe's sustainable growth, and to promote responsible behaviours, effective educational practices and policies in Europe and beyond.

The **European Institute of Innovation and Technology (EIT)** and its Knowledge and Innovation Communities (KICs) will play a strategic role to help achieve the green deal objectives. They will continue to promote collaboration among higher education institutions, research organisations, companies and other relevant actors of the knowledge triangle on climate change, sustainable energy, food for the future, and smart, environmentally-friendly and integrated urban transport. This will strengthen relevant innovation ecosystems and help them become more resilient to future social and economic upheavals.

General Objective 2 - Europe fit for the digital age

A - Digital Education Action Plan

Specific objective 2.1 - Increase the use of digital technologies for teaching and learning to support both quality and inclusive education

In 2020, DG EAC will prepare the new **Digital Education Action Plan**, which is foreseen to be adopted by the College in the third quarter of 2020. DG EAC will also set out actions which respond to the initial lessons from the pandemic which resulted in the physical closure of almost all educational institutions in Europe, as well as longer-term actions to support the digital transition in education.

The shift to emergency remote teaching highlights the importance of being able to continue education with the support of digital technologies. However, pivoting to online education raised many challenges including students and educators with poor or no home connectivity (broadband, devices); educators lacking the skills, experience (pedagogical and technical) and suitable resources to teach online; students facing the challenges of learning in very different contexts, where they need to be more self-directed and independent, and where their home environment may not be conducive to learning due to stress, poverty or illness.

The current crisis is likely to have a longer-term impact on education in Europe. It will show the benefits and challenges of teaching and learning online, educators will become more familiar with the digital tools and resources available to them, and with the different pedagogical approaches needed to teach online. Educational institutions will also need to review and strengthen their digital readiness across many areas, including infrastructure, leadership and vision, and staff and student digital skills.

Digital Education Action Plan

The new **Digital Education Action Plan**, which will run until 2027 and will be widely communicated to key audiences, is part of the Commission's objective to support the digital transition in Europe. It builds on the first Digital Education Action Plan (adopted January 2018, currently in implementation until the end of 2020) but will be more ambitious in its reach, notably with a **wider scope**, beyond formal education, expanding to non-formal and lifelong learning.

Following an extensive consultation process from stakeholders, the **three areas** of the Action Plan will be:

- Supporting digital literacy, competences and skills for all
- Making digital learning a reality for all
- Harnessing data and foresight.

Specific objective 2.2 - Invest in the development of digital skills for all

Supporting digital literacy, competences and skills for all

This area will focus on promoting digital literacy (including fighting disinformation and online threats), closing the digital skills gap, and promoting specialised and advanced digital skills (including Artificial Intelligence). **The changing economy and society require digital skills across the board.** In the future, 90% of jobs in all sectors are expected to

require some form of digital skills, yet 35% of Europe's workers lack these skills. Gaps and divides across Europe are exacerbated by **the lack of solid education provision in computing education or informatics**.

Making digital learning a reality for all

This area will address the development of digital capabilities in educational organisations, teacher professional learning, and promotes online learning and high-quality online content. This area, particularly relevant to the current crisis, deals with the **lack of connectivity and infrastructure** which hampers equality and innovation. It also recognises that **educational organisations need support in developing capacity in the digital transition**. Embedding digital technologies effectively means taking an organisational approach and planning for change across a school, faculty, university or college.

Harnessing data and foresight

Using data (e.g. predictive analytics, big data and strategic foresight) **to improve education and inform policymaking is critical**. Reliable data on digital skills of students as well as data on the use of and attitudes towards ICT in educational settings are sorely lacking. Data analysis can help improve education systems and enable more strategic foresight/feed evidence. **Artificial Intelligence, virtual reality, augmented reality and other emerging technologies** can potentially bring benefits to education. However, there is a clear need for research to understand how they can best be deployed in a purposeful, pedagogical and ethical way, as well as to measure their impact on learning outcomes.

The upcoming **German Presidency** has stated that digital education will be a priority topic (July-December 2020). In the meantime, the implementation of the 2018 Digital Education Action Plan continues in 2020, working towards the objective of supporting Member States and education institutions to adapt to the digital age. The implementation of actions, such as the **SELFIE** self-reflection tool, the Digital Education **Hackathon**, Pilot projects on **Artificial Intelligence** in education will continue as planned, while also taking into consideration implications of the COVID-19 crisis and adapting activities, where possible.

B- Research and innovation

Marie Skłodowska-Curie Actions

Specific objective 2.3 - Through the Horizon 2020 Marie Skłodowska-Curie actions, promote excellence in research, generate innovation and strengthen skills, training and career development for researchers notably through excellent international doctoral networks

In 2020, the MSCA will contribute to the Commission's political priorities and Missions as far as they are related to the general objectives of the programme, with specific focus on the European Green Deal, the Digital Agenda, the European Way of Life and a stronger Europe in the World.

The MSCA are already supporting top-notch researchers and excellent projects in finding solutions to challenges posed by the novel coronavirus disease COVID-19, SARS-CoV-2 and related topics, including diagnostics and treatments, preparedness and response, public health, social behaviour or other areas affected by the current crisis. Supported projects include:

- [EPIORGABOLISM – Diabetic nephropathy modelling in hESC-derived 3D kidney organoids](#)
- [HONOURs – Host switching pathogens, infectious outbreaks and zoonosis; a Marie Skłodowska-Curie Training Network](#)
- [THEMIS – Protecting Human Rights and Public Health in Global Pandemics: A Map of the Standards Applied by EU and US Courts](#)
- [COV RESTRIC - Unravelling species barriers of coronaviruses](#)
- [BATSECOV - Secretory mechanisms of cytokines in bat and human cell cultures in response to coronavirus infection](#)
- [DIS2 - Disability and disease during the 1918 influenza pandemic: implications for preparedness policies](#)

The MSCA have increased the efforts to identify and reach out to all projects potentially relevant to COVID-19 funded under the programme to redirect their activities and maximise the contribution of EU funding to the fight against the virus. Relevant projects will also be redirected towards potential sources of EU funding whenever possible.

In addition, MSCA projects working on COVID-19, SARS-CoV-2 and related topics are being urged to share relevant results through the [Horizon Results Platform](#) and provide immediate open access to their related publications, data and any other output in line with the [Open Access guidelines for Horizon 2020 projects developed by the Commission](#). Projects and researchers are also being encouraged to upload, access and analyse COVID-19 related reference data and specialist datasets through the [COVID-19 Data Portal](#), launched with the aim to facilitate data sharing and analysis, and to accelerate coronavirus research.

In terms of communication, the MSCA [dedicated website](#) will continue to provide up-to-date, responsive information related to the COVID-19 crisis to MSCA fellows, project managers and stakeholders. The information published includes [call extensions](#), guidance notes and FAQs for fellows and projects impacted by the confinement measures, as well as links to relevant resources. Besides, the MSCA social media and relevant platforms such as CORDIS are being continuously updated with [articles and testimonials of top-notch MSCA fellows, supervisors, coordinators and projects](#) working to find solutions to challenges posed by COVID-19 and other infectious diseases.

The MSCA will continue to inform stakeholders and interested parties about the new phase of the programme under Horizon Europe to raise awareness and facilitate their participation in MSCA actions. The MSCA will also continue to inform the public about the positive impact of MSCA-funded research projects on their daily lives and to motivating pupils and students to consider a career in science and research. For this purpose, DG EAC will organise the Science is Wonderful! event under the umbrella of the European Research and Innovation Days, expanding it with a digital dimension.

The European Institute of Innovation and Technology

Specific objective 2.4 - Through the Horizon 2020 EIT, strengthen innovation ecosystems that help to tackle global challenges, by fostering the integration of education, research and business.

As part of the EU's collective efforts to combat the **COVID-19 virus**, the EIT has an important role to play in fostering innovation to meet this, and indeed other, societal challenges. On 14 May 2020 the EIT launched its '**EIT Crisis Response Initiative**' with €60 million of additional funding mobilised for innovators powering high-impact solutions that tackle this unprecedented challenge. This will form a part of the 'Pandemic Response Projects' and will support highly innovative start-ups, scale-ups and SMEs crucial to the economy's recovery.

In 2020, the EIT will continue to deliver on its mission to **increase the innovation capacity** of the Union and of Member States, notably through the integration of the Knowledge Triangle and the support to innovation ecosystems. It will continue to monitor and steer the activities of its eight KICs, with a particular attention to EIT Urban Mobility and EIT Manufacturing that will implement their first Business Plans. EIT will also prepare the administrative and operational transition to Horizon Europe, in order to insure that the implementation of the new SIA 2021-2027 will begin without delay. This includes the alignment of its Impact Framework with Horizon Europe's requirements, the development of its FPA and SGA, the set up of NCPs, etc.

Like most Horizon 2020 instruments and EU programmes, the EIT and its KICs have been severely affected by the crisis. Against this backdrop, the EIT has activated business continuity measures at EIT and KICs level with a view to ensure an effective strategic and operational response to the crisis. In particular, as a flexible instrument designed to react and adapt rapidly to emerging challenges, the EIT has been accompanying its eight KICs in the **reorientation of part of their activities** to respond to the short-term and medium to long-term needs and challenges resulting from the current crisis. In addition, the EIT is developing a new specific instrument with a dedicated additional budget aiming at supporting the most innovative companies with the highest potential to address the current crisis and its aftermath.

The EIT also looks ahead at the post-crisis period to address expected economic and social difficulties but also to embrace opportunities that the recovery period would bring. Innovation would be a significant part of the solution to the crisis and Europe's sustainable recovery, and the EIT and its KICs would work towards becoming part of that solution.

Events planned

Since the COVID-19 crisis has severely disrupted the EIT's planned events, it is not clear if the EIT will organise the seventh edition of the EIT Stakeholder Forum – INNOVEIT to showcase and celebrate EIT Community achievements to external audience: start ups, students, innovators as well as representatives of national, regional and local authorities, umbrella organisations and representatives of higher education, research, business, civil society and cluster organisations. Similarly, the EIT Awards which for 2020 should comprise five main categories: EIT Venture, EIT Change, EIT Innovators, EIT Woman Leadership &

Entrepreneurship, and EIT Public Award, are still to be confirmed. Both these events could be organised under a different format that would possibly mix physical and digital components to minimize the risks.

C -Culture

From the cultural policy side DG EAC contributes to the work-streams for the following Commission initiatives planned for 2020:

- First review of the Geo-blocking Regulation, in particular in relation to the extension of the scope to copyright protected content online services – audiovisual content, digital music, e-books, video-games (adoption of Commission evaluation report currently delayed: September 2020 to be confirmed)
- Commission Guidelines for the implementation of the revised Audiovisual Services Directive, in particular in relation to the European works requirements (adopted on 2 July 2020)
- Commission guidance on the implementation of Article 17 (copyright rules for online content sharing services) of the Directive on copyright in the Digital Single Market (adoption planned for end of October 2020)
- Commission Media and Audiovisual Action plan (adoption planned for fourth trimester of 2020)

General Objective 3 - An economy that works for people

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

In 2020, the **European Semester** process is going through a series of adaptations, notably to reflect the new Commission priorities, the Green Deal and integrating the Sustainable Development Goals. Moreover, the crisis triggered by the COVID-19 pandemic has resulted in a fundamental refocussing of the 2020 **country specific recommendations** (CSRs) on the immediate response to the crisis and to the EU's recovery plan based on the twin green and digital transformations.

Education and skills, and in particular digital skills and competences for sustainable development, will be essential to underpin **economic recovery** and will be key drivers of **digital and green transformations**. The experience of the current school closures has sharpened the focus on digital education and also shed light to the risk of the 'digital divide', which should be addressed by more investment in digital infrastructure for schools; better curricula and digital learning content; more digitally confident teachers; and individualised support particularly to weaker learners in a digital context.

The 2020 country reports have provided a detailed analysis of education and training provision across the EU with a focus on underachievement in the area of basic skills, as evidenced by PISA 2018, as well as the challenges facing the teaching profession. However, with a focus on immediate crisis response, the number of CSRs addressing education and

skills is expected to drop and their scope narrowed to a large extent to skills development and **digital learning**.

Since the crisis has hit vulnerable groups particularly hard, as reflected in the limited access to online learning and learning support highlighted during school closures, the focus on **reducing educational inequalities** needs to be sharpened, including in terms of investment through national and EU financial instruments. This is all the more important as OECD's 2018 PISA survey has shown no improvement in the share of low-achievers in basic skills and the EU as a whole did not come closer to meet the ET2020 target of 15%. Socio-economic background is still the most important predictor of educational outcomes.

The Council Resolution on further developing the European Education Area calls on the Member States and the Commission 'to promote cooperation and sharing of evidence of the benefits of investing in education and training, as improved knowledge, data and analysis regarding the benefits of efficient public investment in education and training can help Member States to develop more inclusive, effective and responsive education and training systems, while avoiding additional administrative burdens on the Member States'. In order to help Member States to follow-up on these commitments and calls, DG EAC will propose a **dedicated work strand on investment as part of the future European Education Area framework for cooperation** in education and training.

In 2020, DG EAC will reinforce analytical work feeding into the Semester, also on other important Commission's priorities such as the contribution of **education to sustainable development**; the impact of demography (e.g. urban-rural divide, migration, brain circulation); the gender dimension; Roma inclusion, fairness/equity in the light of just transitions; and smart investment in education and digital education.

Moreover, DG EAC will continue to work closely with:

- DG EMPL and DG REGIO in the context of the preparation of the 2021-27 cycle of the **Structural Funds** to ensure close links with education challenges identified as part of the Semester process and the Education and Training Progress Report, while reinforcing further synergies with the Erasmus programme.
- DG RTD to ensure that initiatives under the **European Research Area** and the European Education Area are mutually reinforcing and working in the same directions to help deliver on common objectives.
- JRC on successful initiatives such as **Higher Education for Smart Specialisation** (HESS).

General Objective 4 - A stronger Europe in the world

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

2020 was planned to be a busy year **for policy dialogues with a number of regions and countries**. The geographic priorities match the Commission's overall global priorities with a focus on the Neighbourhood, Africa and the Western Balkans primarily. The Commission will also aim to strengthen Europe's global leadership, particularly vis-a-vis of

industrialised countries (e.g. US, Korea or Japan) and emerging economies (including China, India or Brazil)

With the necessity to cancel most physical events as from March 2020, the events initially planned for 2020 will need to be rescheduled or reformatted.

Besides the geographic scope, DG EAC's international activities will continue to contribute to the thematic and overarching priorities of the future Commission, including the EU Global Strategy, the 2030 Agenda and its Sustainable Development Goals (SDGs), climate change, inclusion, equity and equality, digitalisation and connectivity, and the Green Deal.

➤ **Western Balkans**

The **EU-Western Balkans summit** planned to take place in Zagreb on 5 and 6 May 2020 was held by videoconference on 6 May. It built on the commitments of the Sofia Summit in May 2018 and defined the political and institutional relations in the region for the coming decade.

DG EAC contributed to a new communication ('An Economic and Investment Plan for the Western Balkans') led by DG-NEAR, presented at the 2020 Western Balkans Summit.

DG EAC had planned to organise on 28 and 29 April 2020 an **MSCA contact seminar for the Western Balkans** in Zagreb, back to back with the MSCA Croatian Presidency conference, with a focus on brain circulation and career prospects for researchers. Due to COVID-19, the contact seminar has been postponed to the last quarter of 2020.

DG EAC will organise the 8th edition of the **Western Balkans Platform on Education and Training, ministerial**, together with the RTD-led Steering Platform on Research and Innovation for Western Balkans. The event initially planned for June 2020 in Tirana, has been postponed to the last quarter of 2020.

➤ **Neighbourhood East**

DG EAC is working with DG NEAR to define the post-2020 policy framework in education training and youth, including the definition of concrete deliverables. The framework builds upon a large-scale public consultation launched in 2019 as part of the 10th anniversary celebrations of the **Eastern Partnership**, which were also reflected in the joint communication 'Eastern Partnership policy beyond 2020: Reinforcing resilience – an Eastern partnership that delivers for all' adopted on the 18 March 2020.

DG EAC's key policy priorities for the future of the EaP initiative, including digital skills, teaching reform, and innovation will be discussed at the annual meeting of the **Panel on education, youth and culture of Platform 4** to be held in the second semester of 2020.

➤ **Neighbourhood South**

The European Neighbourhood Policy governs the EU's relations with the ten Southern Neighbours of the EU and DG EAC engages in a biennial policy dialogue on higher education. The 4th edition took place in Brussels in July 2018 and focused on the quality of

teacher education and training in schools and universities. DG EAC will organise the **5th edition of the dialogue** focusing on **vocational education and training**, at the beginning of 2021

➤ **Africa**

A series of high level events had been planned for 2020 starting with the College-to-College meeting on 27 February 2020 in Addis Ababa, the EU-AU Joint Ministerial in May, a discussion on Africa in the June European Council, leading to the EU-Africa Summit in October in Brussels, for which DG EAC, together with RTD and JRC, are discussing possible side events. The planning will however depend on the decisions taken in light of the COVID-19 situation, both in terms of timing but also scope and further information will become available as the situation evolves

The Joint Communication **Towards a comprehensive Strategy with Africa** was adopted on 9 March 2020 and has a strong focus on the new European Green Deal and the development of knowledge, digital technologies, education, skills, scientific capacities, innovation, including research and e-governance.

DG EAC will continue to promote the **mobility of students, teachers, trainers, and researchers**, and increased support for **capacity building**, fostering employability and young people's sense of entrepreneurship and digital competences. The international dimension of the new **Digital Education Action Plan (DEAP)** will build closer partnerships to improve digital skills and literacy, increasing availability of European online education learning and content initiatives.

DG EAC will continue to support the harmonisation of higher education through the **Harmonisation, Quality Assurance and Accreditation (HAQAA)** and Tuning Africa initiatives.

DG EAC will build upon the cooperation identified during the MSCA Information seminar in Addis Ababa in November 2019, and together with DG DEVCO, will explore synergies with EU development instruments to set-up return grant mechanisms for African MSCA fellows.

DG EAC hosted the South African Government on 21 and 22 January in Brussels in the framework of the **EU-South Africa bilateral Policy Dialogue** on education and training. This Senior Official Meeting, organised in close cooperation with DGs EMPL and DEVCO, and the EEAS will focus heavily on skills for employability.

➤ **Asia**

Japan: The second meeting of the **EU-Japan High Level Dialogue** on education, culture and sport hosted by the Japanese Ministry of Education, Culture, Sport, Science and Technology (MEXT) is scheduled for October 2020. The Dialogue will review progress of the deliverables agreed in Budapest in July 2018, and include forward-looking discussions on enhancing cooperation in education, culture and sport. These can include collaboration on digital learning in the wake of the COVID-19 pandemic, joint programmes and increased exchanges in higher education, shared practice in city-to-city cultural cooperation, and peer learning on major sporting events. It will build on the conclusions of the 27th EU-Japan Summit scheduled before the end of the first semester 2020.

China: In the last quarter of 2020, DG EAC will host the 5th **EU-China High Level People-to-People Dialogue** (HPPD) in education, youth, culture and sport. Balanced mobility for students and researchers, city-to-city cultural cooperation and furthering youth exchanges as well as enhanced cooperation in sport, including peer-learning on major sport events, will be on the agenda.

DC EAC is also involved in the negotiations of the EU China cooperation agenda 2025, which will replace the EU-China 2020 Strategic Agenda for Cooperation, adopted in 2013. The new cooperation framework will feature a stronger people to people dimension, for which DG EAC leads. The agenda is expected to be discussed at the next EU-China summit, for which a date is still being finalised.

Concerning MSCA and the **related issues on fair framework conditions and reciprocity in researcher mobility schemes**, consistency will be ensured in the DG RTD-led, **EU-China Innovation Cooperation Dialogue** and the joint cooperation roadmap. DG EAC will participate in the bilateral S&T Joint Committee scheduled for Beijing during the second semester 2020.

South Korea. DG EAC is involved in the preparatory work of the EU-ROK summit, which was initially planned for May 2020 but has been postponed to a date to be confirmed in the light of COVID-19 developments. DG EAC also runs the Cultural cooperation committee with Korea, which is due to meet in Brussels in 2020 (meeting postponed due to the Corona crisis).

There is a significant gap between the level of Korean participation in MSCA and the national research and innovation potential in comparison with other high-income countries. The **next bilateral S&T Cooperation Committee** will provide an opportunity to engage with Korean authorities to review and improve cooperation.

➤ **Multilateral Fora**

Building on the activities developed under the Argentinian (2018) and Japanese (2019) presidencies of the **G20**, Saudi Arabia has promoted a strong education agenda, focusing on internationalisation of education and equity and quality of early childhood education and care. Impact of COVID-19 on education has been also added to the agenda. The education working group met in Riyadh in December 2020. A second meeting will be held virtually in July 2020. A G20 education ministerial meeting will be organised in Riyadh on 4 and 5 September 2020 and DG EAC has been leading for the EU.

Building on the conclusions of the last ASEM Education Ministers Meeting (Bucharest 15 and 16 May 2019), the **8th ASEM Education Ministers Meeting (ASEMME8)** will be held in Thailand in 2021, together with the 2nd Senior Officials Meeting (SOM2). In preparation, in spring 2020 India will host an Intermediate Senior Officials Meeting and in autumn 2020 Germany will host the 1st Senior Officials Meeting under the German Presidency of the ASEM Council. It is unlikely that DG EAC will attend the preparatory meetings, and attendance at the Ministerial will depend on the agenda and availability of the Commissioner or senior management.

Launched in 1999, the **Bologna process** is a voluntary intergovernmental cooperation covering 48 countries and establishing the European Higher Education Area. DG EAC is representing the European Commission as a full member and key driver of the Bologna Follow-Up Group and its Board.

In discussions about the future of the Bologna process, countries highlighted that it remains to be an important forum of cooperation at wider European level. Societal and economic challenges, including rapid scientific and technological developments, digital transformation, climate change, demography and the rise of non-rationalism in societal and political debate, cannot be solved by countries separately. The Bologna process ministerial conference and Global Policy Dialogue was planned to take place in June 2020, in Rome, but postponed to late 2020 due to the COVID-19 crisis.

The **ministerial conference** (higher education ministers from 48 countries, the European Commission as full members and stakeholder organisations as consultative members) intends to adopt the Rome Communiqué, which will set the main priorities of the Bologna Process for the next decade.

A - Education and Training, Youth

Erasmus+ International

The last call of Erasmus+ foresees the largest budget to date (€~600 million) for the international actions. The selection of these projects will be finalised by June or July. Upstream DG EAC has widely publicised the opportunities through strong cooperation with EACEA, National Agencies, National Erasmus+ Offices, and EU Delegations worldwide to ensure that the call results in high quality applications. The 2020 call includes additional budgets for a number of geographic areas identified as political priorities (Africa, Western Balkans, Neighbourhood etc.) in both education and training, Jean Monnet, and Sport.

The second VET mobility pilot call for Enlargement Countries will be launched and projects selected under the first VET mobility call for Enlargement countries and Africa will start implementation.

In addition, the activities of the Erasmus+ Students and Alumni Alliance and the further development of the regional alumni associations in the Western Balkans and Africa, as well as the Study in Europe initiative will be developed.

In 2020, Jean Monnet Activities (JMA) will continue to promote teaching and research on European integration worldwide, as well as policy debate and exchanges between the academic world and policy-makers on EU priorities. JMA will continue to offer particular support to seven institutions pursuing an aim of European interest. DG EAC will continue to be involved in the design and selection of projects and to monitor the Designated Institutions.

The JMA annual budget for policy activities, events, and communication/dissemination activities, run by DG EAC, is €450 000. A dedicated communication and dissemination strategy accompanies the activities. Work on the development of the **new strand 'Jean**

Monnet Activities at Schools' is taking place. DG EAC is also preparing the communication and dissemination of the results of the 30th Anniversary of Jean Monnet Activities held in 2019, notably through a brochure highlighting the legacy of the past and bridging out to the future, in particular with regards to the digital transition.

In the field of **youth**, the non-formal learning activities for young people and youth workers taking place in the **Erasmus+ Key Actions 1 and 3** are open for programme countries as well as partner countries neighbouring the EU. Three of the SALTO centres, which provide expertise, information and training in specific areas for National Agencies, have a geographical focus: Eastern Partnership Countries and Russia, Southern Mediterranean, Western Balkans. For capacity-building projects in the field of youth, the 2020 call gives priority to cooperation with Western Balkans, South Mediterranean (Tunisia), and ACPALA countries. The Eastern partnership window will not be available this year.

European Solidary Corps

Similarly, possibilities for organisations from partner countries to get involved in volunteering and networking activities exist for the current **European Solidarity Corps**. For the future European Solidarity Corps 2021-2027, the Commission has proposed to extend the scope to include volunteering in humanitarian aid projects in countries worldwide.

2020 will also be the last year of implementation of the **Erasmus+ Virtual Exchange** (EVE) pilot project launched in 2018. Its successor will be mainstreamed into the future Erasmus programme, and the geographic scope broadened beyond the South Mediterranean region.

B - Sport

At present, the European Week of Sport is open to the participation of Eastern Partnership and Western Balkans countries and regions.

The external dimension of sport will be further developed this year with the Preparatory Action on **Exchanges and Mobility in sport**, which aims to strengthen cooperation with third countries, notably the Western Balkans and Eastern Partnership, Africa, Asia and Latin America.

C - Culture

Further to the additional funds for Erasmus+ for 2020, the Instrument for Pre-Accession has made €5 million available to boost participation of the Western Balkans in the Creative Europe programme in 2020. A further €2.8 million will fight illegal trafficking of cultural goods (in cooperation with UNESCO).

D - Research and Innovation

Marie Skłodowska-Curie Actions

MSCA is an excellence-based programme aiming to reinforce and extend the EU research and innovation base and make it more competitive on a global scale. MSCA currently accounts for more than half of the total international cooperation under Horizon 2020, and is therefore a major contributor to the implementation of the EU international strategy in research and innovation. A study to review the MSCA international dimension has just been completed, highlighting the need to better exploit this strong dimension at policy level and make it more consistent with EU external policy objectives and the political guidelines of the Commission.

The last call of MSCA in Horizon 2020 will remain open both geographically and thematically, and will include a €80 million call for Research and Innovation Staff Exchange in the first semester, and €55 million call for Global Fellowships in the second semester. Both actions are international by nature, necessitating the involvement of Partner Countries worldwide.

The MSCA will strengthen efforts to deepen cooperation with African countries in the context of the EU Africa Partnership. Awareness-raising activities will continue in countries whose participation in the programme is modest, for example in the Western Balkans and the Widening Countries. To this end, the MSCA policy unit will organise information seminars and conferences in the regions to communicate the cooperation opportunities offered by the MSCA.

The MSCA plan to continue participating in political dialogues to strengthen further the international dimension of the MSCA. In addition, the MSCA will be active in public diplomacy activities worldwide, for example through the Marie Curie Alumni Association.

The European Institute of Innovation and Technology

The European Institute of Technology (EIT) will further strengthen its global presence through EIT Hubs established in US and Israel, aiming at establishing cooperation with these countries by jointly developing knowledge and technology, tapping into new talents pool, promoting the EU as an attractive location for innovation, and finding solutions to shared social and environmental challenges. Additionally, the EIT is planning to open an EIT Hub in China (Beijing) during 2020, to serve as platform for the activities of the KICs there and as bridge between the EU and Chinese innovation ecosystems. However, the COVID-19 crisis has delayed the opening of the EIT Hub in Beijing and the inauguration date has not been confirmed.

General Objective 5 - Promoting our European way of life

A - Education and Training

As the follow up to the current ET2020 Cooperation framework, in 2020 DG EAC will propose a **Strategic Framework for Cooperation in Education and Training** for the period between 2021 and 2030 covering all education and training sectors. In line with political objectives, it will include a set of new EU education and training targets that will help Member States implement key policy reforms, and support delivery of the European Education Area.

How quickly and effectively the Commission supports Member States to adapt their education systems, will be the measure of our success. Preparing for the medium term, in 2020, DG EAC will table an updated edition of the **Digital Education Action Plan**, as well as a Communication on the **European Education Area**. The post-2020 governance framework with the Member States will prioritise actions to support the post-COVID-19 recovery of the European economy and support the Commission broader efforts to empower people to manage the twin transition: digital and green.

A key output to support evidence-based education policies will be the ninth edition of the **Education and Training Progress Report** (formerly ET Monitor) to be released in November 2020, and which will be the last report on the ET2020 indicator and benchmark framework. The 2020 edition entitled 'Teaching and learning in a digital age' will have a special focus on digital education, including an analysis of Member States challenges and their responses linked to the shift to distance learning. The report will mainly rely on the 2019 results of the International Computer and Information Literacy Study (ICILS) that measured digital competencies of 14-year-olds. In addition to the traditional publication format and communication campaign, the 2020 edition will also be available digitally and optimised for portable devices.

Results from the latest cycle of the IEA Trends in International Mathematics and Science Study (TIMSS) are expected in December 2020. The study will provide valuable information to DG EAC's evidence base in regard to international trends in student **achievement in mathematics and science** at fourth and eighth grades. Furthermore, DG EAC will contract out secondary analysis of the latest 2018 PISA survey focusing on **gender issues** and underachievement drivers in education.

In 2020, DG EAC will continue to strengthen its **analysis and knowledge capacity** regarding education and training systems geared towards achieving the European Education Area through studies, evaluations and impact assessments and the collection and use of data from relevant knowledge providers.

B - European Education Area

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

In 2020, DG EAC will continue implementing the European Education Area initiatives, with support from the strategic framework for European cooperation in education and training (ET2020). The new Commission Communication on the European Education Area will put forward new actions and governance mechanism.

1. European universities

The **European Universities initiative** aims to boost EU higher education institutions, making them more competitive worldwide, by strengthening strategic partnerships across the EU between higher education institutions. **24 additional European Universities will be selected by July 2020**, bringing the total to 41. The selection results will be made public through a press release of the Commission and social media channels will be used for dissemination. A dedicated web portal will announce award decisions.

Furthermore, a solid monitoring of **European Universities alliances from a policy point of view** is foreseen to capture the progress of the transformational activities of the selected European Universities.

In this context, a **study on the European degree and universities European legal statute** will be launched in 2020. It is foreseen to identify solutions to the obstacles to the introduction of a European degree and a European statute for European Universities.

The experience of the European Universities alliances will feed into a **transformation agenda for higher education**, to be co-created with stakeholders and Member States starting in 2020 and continuing in 2021, and which will provide incentives for the more than 5 000 higher education institutions across Europe to adapt to the post-Covid-19 conditions and train the future generations. Actions will be based on intensive stakeholder input, and also to related expert and study work. Communication/dissemination to the wider public will be ensured through press releases where possible, with the extensive aid of social media.

In order to measure progress towards the European Education Area, DG EAC is strengthening its institution-level data instruments. In 2020, DG EAC will renew its work with both **U-Multirank** and The **European Tertiary Education Register** (ETER), and align their data collection efforts.

In order to harvest the full potential of data tools for higher education, the Commission will continue its work with JRC on developing a **Knowledge Hub for Higher Education**.

2. European Approach for Micro-credentials

The creation of a new European Approach for **Micro-credentials** will help to substantially widen learning opportunities and further shape the lifelong learning dimension in higher

education. Larger take-up of micro-credentials will serve social, economic and pedagogical innovation and will help people to gain and update knowledge, skills and competences in all domains. This will notably contribute to quality jobs in the greener and more digital economy of today and tomorrow, as part of necessary transitions.

In 2020, DG EAC will set up a consultation group for micro-credentials to develop common characteristics of a European Approach for Micro-credentials, and a roadmap of actions to be taken by the EU, in full respect of subsidiarity, by national authorities, by higher education institutions and other relevant stakeholders, to ensure the take-up, validation and recognition of micro-credentials. DG EAC will also launch a study to map the current state of play and support the design of a framework for micro-credentials.

3. Automatic mutual Recognition of qualifications and learning periods abroad

The 2018 Council Recommendation proposes to establish automatic mutual recognition of qualifications and the outcomes of learning periods abroad as a default position by 2025. This means that any certificate or diploma awarded by an accredited institution within the Union should be automatically recognised for the purposes of further learning in all Member States. In addition, every pupil, apprentice or student who has completed a study abroad experience, whether for a qualification or a period of mobility, can automatically see this experience recognised to continue his/her studies.

Strong and reliable **Quality assurance** is necessary to bring the required transparency and trust for automatic recognition. Building on the transparency tools developed in the context of the EU cooperation and the **Bologna Process** - in cooperation with National Academic Recognition Information Centres (NARIC), higher education institutions, quality assurance agencies and other key stakeholders - Member States have committed to develop national guidance to support higher education institutions in producing and effectively implementing the European Credit Transfer and Accumulation System (ECTS) guidelines and other transparency tools for higher education. As such, they will ensure consistency and reduce administrative burden for higher education institutions and learners, e.g. an up-to date Course Catalogue, Diploma Supplements for all graduates and transparent criteria for recognition.

The objective of the recognition of the outcomes of school study periods abroad is supported through a European Parliament Preparatory action and through projects co-financed by Erasmus+, with a view of having the necessary steps in place by 2025. To this end, a communication/dissemination strategy is foreseen in the work programme of the '**Network of experts and stakeholders** on the recognition of outcomes of learning periods abroad in general secondary education'. The deliverables will be further shared in a devoted area on the School Education Gateway portal.

In 2020, DG EAC will focus its work on implementation of the Council Recommendation. A call will be published under the Erasmus+ programme to support the **NARIC network**, including setting up an Administrative Support Body to strengthen the capacity of the network delivering on its priorities.

4. European graduate tracking mechanism

As a follow-up to the Renewed Agenda for Higher Education and the New Skills Agenda for Europe, the Commission proposed and the Council adopted a **Recommendation on tracking graduates** in November 2017. The objectives are to encourage Member States to develop comprehensive tracking systems for tertiary and VET graduates at national level, and to improve the availability of comparable EU data to allow more in-depth comparative analyses of graduate outcomes. The **expected impact** is to contribute to a culture of continuous quality improvement and ensure that it becomes an inherent process both for policy-making purposes and for use by the higher education institutions themselves. The data will feed into the Knowledge Hub for Higher Education, the development of the European Education Area, the programming of the European Structural and Investment Funds, and the European Semester Process.

In 2020, in line with the Council Recommendation, DG EAC will publish the results of the **pilot Eurograduate survey**, covering eight Member States, and the results of a study mapping the state of graduate tracking measures in EU and EEA countries. The Expert Group on graduate tracking will conclude its work with a report and recommendations on a European graduate tracking mechanism. In order to support Member States in the implementation of the Council Recommendation, DG EAC will provide capacity building actions across all countries.

5. European Student Card Initiative

In 2020, DG EAC will work towards the progressive roll-out of the **European Student Card initiative**, making student mobility easy to manage by digitally connecting higher education institutions' information systems through a single channel (**the Erasmus Without Paper Network**) and enabling students to identify themselves in a trusted manner, to facilitate the secure electronic exchange and verification of student data and academic records. This will allow students to manage electronically all the different steps of their exchange abroad (before, during and after) through a one-stop-shop platform (**Erasmus+ Mobile App**) enabling them access different online services at host universities prior to their arrival. This will reduce the administrative burden on both students and universities.

When it comes to physical student cards, the objective is to show a strong visible symbol of a European student identity by adding a **European student hologram** and a unique European Student Card Number and QR code to existing cards so that they can be used in any Member State. In addition, the initiative will establish a European Student eID to facilitate cross-border identification and authentication online (MyAcademicID project). This will facilitate quicker access of mobile students to services abroad and could allow them to benefit from special deals and discounts offered to local students.

6. Early childhood education and care systems (ECEC)

President von der Leyen included the importance of improving the quality and accessibility of early childhood education and care in her political guidelines for the European Commission 2019-2024.

In 2020, DG EAC will support member states in implementing the 2019 Council Recommendation on high quality Early childhood education and care systems. To do so, the **ET2020 Working group** will finalise its outputs, i.e. inclusion toolkit for ECEC systems and settings, policies and practices to raise the attractiveness of the ECEC professions; and policies and practices to (further) professionalise ECEC staff. By end of year, the working group will validate its European dissemination strategy.

DG EAC will also contribute to the preparation of the **Child Guarantee**, ensuring that early childhood education and care is discussed along the lines defined by the quality framework.

Activities in 2020 focus on mutual learning, exchange of good practice and financial support to projects via the Structural Funds and Erasmus+.

7. 'Pathway to School Success'

In her Political Guidelines, President von der Leyen stated: 'I want Europe to strive for more when it comes to social fairness and prosperity. This is our Union's founding promise'.

School education can play a twofold role in promoting social fairness and prosperity. First, it can strengthen social cohesion. Second, it can make the EU economy more resilient. A growing body of research has demonstrated that access by children and young people from low-income groups to good quality education helps tackle unemployment and break the intergenerational transmission of poverty. Thus, the EU and its Member States should give all citizens the competences needed to adapt to globalisation and technological change.

A large amount of work has been done at European and national level to support equal access to education. The next step will be to ensure that educational outcomes help make our society fairer and more prosperous.

The objectives of the 'Pathway to School Success' initiative are threefold: 1) giving all young people the chance to develop their key competences; 2) minimising the number of young people who leave education without at least an upper secondary degree; and 3) ensuring pupils' well-being at school.

The action would establish a mechanism to help all pupils reach a certain level of proficiency in basic competences and complete upper secondary education. To achieve both goals, disadvantaged groups will be specifically targeted who more at risk of underachievement and early school leaving (e.g. migrants, ethnic minorities, low-educated families, or people living in remote areas).

8. The role of teachers

The role of teachers has been identified as key in achieving the objectives of the European Education Area by 2025. It was also highlighted at the 2019 Education summit and it was the main theme of the 2019 Education and Training Monitor.

The '**Teachers Agenda**' objectives are to improve the attractiveness of teacher and school leader professions; improve the quality, relevance and European dimension of teacher education in Europe; improve the quality and quantity of mobility of student teachers and serving teachers; and promote cooperation and innovation between teacher education

providers. The agenda will facilitate the formal recognition of different forms of professional development, including competences acquired by mobility actions abroad. Teachers mobility in all its forms (physical, virtual, blended) will be supported by the future Erasmus+ programme.

The agenda proposes to set up a **European Teacher Academies**. These networks of Teacher education institutions would organise joint courses/modules, promote mobility and innovate to improve initial and continuous teacher education and policies. The Teacher Academies will be part of the 2020 Erasmus+ call with an objective to develop 25 Erasmus teacher academies by 2025.

As part of its work on a future mobility framework and in tune with the Erasmus Teacher Academies, the Commission will work on a policy framework for increasing the number and quality of learning mobility of teachers in Europe based on their actual mobility needs. To highlight the importance of teacher profession, the agenda furthermore suggests establishing a European Innovative Teaching Award to recognise the work of teachers (and their schools) who make an exceptional contribution to the profession. This initiative will build on good practice such as the European language label, the Jan Amos Comenius prize, as well as the eTwinning national and European prizes.

In 2020, DG EAC will launch the **Jan Amos Comenius Prize** for high quality teaching about the European Union. The prize is a contest for secondary schools from across the EU that teach about the EU in interesting ways and DG EAC will focus its communication efforts to reach as many and as diverse schools as possible.

Erasmus+ Programme

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

Erasmus+ is the EU flagship Programme in the fields of education, training, youth and sport for the period 2014-2020. Education, training, youth and sport can make a major contribution to help tackle socio-economic changes, the key challenges that Europe will be facing until the end of the decade and to support the implementation of the European policy agenda for growth, jobs, equity and social inclusion. It also supports work to enhance the EU's innovation capacity, for example through such platforms as HEInnovate.

In 2020, the programme will focus on supporting opportunities for all in acquiring and **developing key competences**, including basic skills in order to foster employability, socio-educational and personal development, as well as participation in civic and social life. The programme will also address **social inclusion**, promote **active citizenship**, support **climate goals** and support the taking up of **digital technologies** and of innovative and open pedagogies. Finally, the programme also promotes social and educational value of **European cultural heritage**, its contribution to job creation, economic growth and social cohesion. As in previous years, Erasmus+ will also publish its annual report, via a public

presentation, press release and social media. Report highlights usually receives great attention from the European press in the following days.

Looking forward to the next generation of the programme, in January 2020, DG EAC hosted a large stakeholder event to co-create the future Erasmus+ and European Solidarity Corps, and by year's end, DG EAC will prepare and roll-out the launch of the next generation of Erasmus+, reaching out to potential beneficiaries, and communicating on novelties and priorities ahead.

In light of the challenges presented by the **COVID-19 pandemic** and major disruptions caused to mobility activities due to the closure of education and training institutions and organisations, social distancing measures and restrictions to mobility, since early March 2020, DG EAC has undertaken targeted extraordinary measures to help beneficiaries and participants of the Erasmus+ programme. In this context, early priority was given to providing accessible and up to date information and reinforce guidance to our beneficiaries. DG EAC produced factsheets, FAQs, dedicated websites with online and communication material, and guidance notes and held regular information webinars. As of May 2020, DG EAC is currently considering measures that will allow **for more flexibility in mobility activities** to counter the impact of the COVID-19 pandemic, including blended, digital and remote solutions. The programme will be also used to provide greater support to educators in the digital competences they need to deliver **online and distance learning**, via its community platforms eTwinning, EPAL and the School Education Gateway.

eTwinning connects school staff and students across Europe and neighbouring countries through joint projects. The annual theme in 2020 is 'Climate Change'. In supporting teachers to implement projects on the topic, eTwinning offers dedicated discussion groups and several project kits (e.g. on UN Sustainable Development Goals).

In response to the COVID-19 crisis a dedicated discussion group facilitates exchange amongst the community members. Highlights on how eTwinning supports continuous education in times of school closures are available to general public. The promotion of blended mobility will be further boosted by developing the link between eTwinning virtual exchanges and Erasmus physical mobility in the school sector.

The **School Education Gateway** will continue as Europe's main online platform for school education, with key services such as the online Teacher Academy – helping empower teachers in dealing with today's more diverse classrooms and challenges – and the European Toolkit for Schools, with new Massive Open Online Courses (MOOC) and a webinar series helping teachers to develop innovative pedagogies and support key competence development. In line with the eTwinning annual theme, the online Teacher Academy offers courses on how to address the climate crisis in classrooms. In response to the COVID-19 crisis numerous articles, resources, and surveys are published.

The collaborative platform **EPAL** (Electronic Platform for Adult Learning in Europe) will develop further the discussion and exchange of good practice between adult learning professionals. In 2020, the platform will carry on developing the EPAL community, and increasing the number of themes and discussions, with the continuous aim of improving the quality of the adult education sector. EPAL will support blended mobility, the combination

of virtual and physical mobility, which will become especially relevant in the forthcoming Erasmus programme. In 2020, EPALÉ will be run by a new contractor and will migrate to a newer technology stack further improving user experience. In response to the COVID-19 crisis numerous articles, resources, and surveys are published.

Further, DG EAC launched two extraordinary calls under Erasmus+. They each provide EUR 100 million to respond to the educational challenges resulting from the COVID-19 pandemic. The call for digital education readiness will support projects in school education, vocational education and training, and higher education. This call will aim to enhance online, distance and blended learning - including supporting teachers and trainers, as well as safeguarding the inclusive nature of digital learning opportunities. The call for 'partnerships for creativity' will provide opportunities for schools, youth organisations and adult learning institutions to support skills development, to boost creativity and to enhance social inclusion through the arts, together with the cultural and creative sectors.

Through the future Erasmus, DG EAC could explore how to mobilise in a dedicated 'Erasmus recovery action' for 2021-22, bottom-up initiatives, involving schools, higher education institutions, vocational training institutes, teachers, young people, youth and sport organisations, civil society and other stakeholder across Europe and beyond. It can turn the best and most inclusive distance learning practices into a success for all. It can focus on cooperation projects giving an impulse to kick-starting our economies, boosting social inclusion and empowering Europeans with the knowledge, skills and attitudes that enhance resilience and steer our recovery towards a green and digital Europe. It can further enhance the importance of grassroots sport as a key element of physical and mental well-being of Europeans, and as a means to promote shared values and create a sense of belonging in society.

C - Youth

In 2020, DG EAC will continue implementing together with the Member States the **EU Youth Strategy** 2019-2027, along the three key priorities of Engaging, Connecting and Empowering young people. DG EAC will also work towards the review of the 2008 Council Recommendation on the cross-border mobility of young volunteers in Europe, as called for in The EU Youth strategy and the annexed EU Work plan for youth 2019-2021.

As evidence shows a high and growing interest among young people to be active in solidarity, a new EU-level political initiative could enhance the impact of the **European Solidarity Corps** and support more cross-border solidarity activities for young volunteers, trainees and employees beyond what the Corps can fund. Such an initiative will focus on removing legal, financial and administrative barriers and fostering uptake of opportunities by young people from different backgrounds in an inclusive way. It could also explore ways of supporting the capacity of organisations active in solidarity to host and support young people to ensure safe, educational and quality solidarity activities. Furthermore, the new initiative would lead to better complementarity between national level policies, programmes and instruments regarding volunteering/civic service schemes and the European Solidarity Corps.

Finally, responding to the COVID-19 crisis, new priorities are emerging including particularly, health and safety of volunteers, inter-generational solidarity and online volunteering. DG EAC is considering bringing support to youth organisations' efforts in cooperating across Europe in the Covid-19 context in a 'European Youth Together' call.

2020 will also see the first steps in preparing DG EAC's response to the proposal for a **Council Recommendation on youth work** that the Council requested. Such future action should help develop and implement a European Youth Work Agenda in order to enhance the quality, innovation and recognition of such a work. Aiming to unleash its full potential, this proposal should integrate the expertise of youth representations, youth organisations, youth workers and researchers. As a first step, DG EAC will conduct a studies to assess needs and obstacles faced at grassroot level and gaps in the supportive frameworks. Also, as proposed under the Digital Education Action Plan, DG EAC will facilitate communities of practice on digital youth work.

Such a future framework will improve the conditions for quality youth work on local, regional, national and European level, including as regards training for youth workers, the establishment of regulatory or quality frameworks at sub-European level and sufficient allocation of resources. Such an EU political initiative will also enable to the wider recognition of youth organisations as providers of competences and skills for social and professional purposes and social inclusion.

In 2020, **Discover EU** was intended to continue giving young people opportunities to discover Europe's cultural heritage and diversity. However, the outbreak of COVID-19 in March 2020 resulted in travel restrictions for affected areas, which entailed a major impact on DiscoverEU. Planned travels were postponed, the potential travelling period extended to summer 2021, and the next application round was postponed until further notice

By end of year, DG EAC will be well advanced in the preparations for the 2021 edition of the **European Youth Week**, taking place every two years, celebrating and promoting youth activities across Erasmus+ programme countries.

Erasmus+ Programme – Youth

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

In 2020, Erasmus+ in the field of youth, can make a significant contribution to socio-economic challenges, such as social inclusion, developing life skills and democratic participation. It thereto supports a range of non-formal and informal learning opportunities for young people and youth workers of all backgrounds, enables cooperation to strengthen the youth sector and helps implement the EU Youth Strategy priorities of engaging, connecting and empowering young people as active citizens and the European Youth Goals that reflect young people's expectations.

Key Action 1 will put an emphasis on disadvantaged groups, inter-cultural dialogue, media literacy, professional development of youth workers, including for digital youth work.

Key Action 2, in line with the EU Youth strategy: will address the following priorities:

- Projects aiming at engaging, connecting and empowering young people: priority will be given to strengthening cross-sectorial cooperation, allowing for greater synergies across different areas of actions that matter for young people. A special focus will be put on participation – including alternative and innovative forms of participation – and active citizenship of young people, notably those that involve youth at risk of social exclusion.
- Projects contributing to quality and innovation in Youth Work and its recognition
- Projects promoting entrepreneurship and creative learning and social entrepreneurship among young people, in the form of transnational youth initiatives that allow groups of young people to put ideas into practice, including through social enterprises, tackling challenges and identified problems in their daily lives.

Key Action 3 will provide targeted support for the priorities of the EU Youth Strategy, including through youth dialogue projects centred around the Youth Goals, further knowledge building in the field of youth, policy innovation, cooperation with civil society and networks, stakeholder dialogue and policy promotion. The European Youth Together will continue in 2020 and support structured cooperation and activities among youth organisations across Europe.

European Solidarity Corps

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

In 2020, the second full year of implementation under its own legal base, the European Solidarity Corps will continue providing a growing number of opportunities in various solidarity areas. The opportunities offered under the European Solidarity Corps may take the form of **volunteering activities, traineeships and jobs**. Young people can also set up their own projects to support the local community through Solidarity Projects. A centralised call will support volunteering teams opportunities specifically addressing the following priorities: response to environmental and climate challenges (excluding immediate disaster response); building inclusive societies including through bridging the intergenerational and social divide or addressing challenges linked to geographical remoteness and improving mental health and well-being.

Results and outputs from the European Solidarity Corps actions and activities will be presented in its first annual report, to be released by year's end, and presented to the public via a press release and social media.

Looking forward to the next generation of the programme, in January 2020, DG EAC will host a large stakeholder event to co-create the future Erasmus+ and European Solidarity

Corps, and by year's end, DG EAC will prepare and roll-out the launch of the next generation of the European Solidarity Corps, reaching out to beneficiaries, and communicating on novelties and priorities ahead.

The COVID-19 crisis has even further underlined the importance of solidarity. The European Solidarity Corps can play an important role during the crisis and the recovery period. In 2020, the Corps will thus be mobilised to bring relief by helping communities deal with the impact of the current pandemic and contribute to the rebuilding of the inclusive societies afterwards, bridging intergenerational and social divides exacerbated by the crisis.

The European Solidarity Corps foresees a set of quality and support measures aiming at ensuring high quality solidarity activities and enriching the experience for young people and organisations involved. Amongst them, the General Online Training will offer targeted training for registered young people and participants. The General Online Training is expected to be launched in June with a total of 11 courses. Further modules will be then be continuously added to further support young people in their engagement in solidarity activities and reinforce their learning. The European Solidarity Corps Portal, part of the European Youth Portal, provides a single, easily accessible entry point for young people to register to the European Solidarity Corps. DG EAC will continue to expand and develop the Portal and adapt it to evolving user expectations. DG EAC will also invest in specific activities to help create a community around the European Solidarity Corps that is expected to contribute to relevant policy goals.

The number of young people registering in the Corps keeps growing. More than 226 000 young people have signed up since the launch of the Corps, showing their great interest in getting involved in solidarity activities across Europe.

By year's end, DG EAC will prepare the launch of the next generation of the European Solidarity Corps, reaching out to potential beneficiaries to communicate on novelties and priorities ahead.

C - Sport

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

The COVID-19 crisis has underlined the importance of sport and physical activity for developing both physical and social resilience. With pandemic, the contribution of sport to preventive health care becomes increasingly important and the need to promote a healthy lifestyle in EU Member States could be a major consequence of the COVID-19 crisis. It may lead to unprecedented changes to daily routines. DG EAC is considering measuring the impact of COVID-19 on the sport sector: A study will be launched based on the initiatives already undertaken in several Member States and the European Week of Sport 2020 will now focus on the impact of COVID-19 on the sector.

In the spirit of promoting physical activity, the **#BeActiveAtHome** social media campaign will motivate people, regardless of their age, to keep fit whilst confined. Families are encouraged to practice physical activity together, with a specific focus on children.

DG EAC's actions will give visibility to the role of sport in contemporary society for people's health, social inclusion and well-being and to its contribution to the EU economic growth. In 2020 Sport will contribute to the political priorities of the European Commission, primarily the promotion of the European Way of Life, including a healthy life style which will be more necessary than ever. Sport will also contribute to other political priorities such as the Green Deal and the Cancer Action Plan. The practice of sport and physical activity plays an important role in cancer prevention. Green sport should be promoted from grassroots sport to the highest level. Major sport events have to be sustainable and pay attention to their legacy. Furthermore, sport, its governance and its forms of practice, is clearly a part of our European Way of Life. Moreover, sport can contribute to new political priorities such as the Marshall Plan for European Tourism with the promotion of active tourism.

The EU Work Plan for Sport (2017-2020), adopted in May 2017, sets out the policy priorities and main actions for cooperation in the field of sport at EU level: integrity of sport, the economic dimension of sport, and sport and society. The Fourth **EU Work Plan for Sport** (2021-2024) will be negotiated by the Council in the second part of 2020 on the basis of a Report adopted by the European Commission. It will set out the policy priorities and main actions for cooperation in the field of sport at EU level.

A dedicated meeting with Member States, representatives of the sport movement and other European Institutions will take stock of the lessons learnt, analyse the post-COVID-19 situation in sport, and launch a broader debate about the future of European sport after this crisis.

Erasmus+ Programme – Sport

In 2020, DG EAC will continue promoting participation in sport and physical activity, including through the sport chapter of the Erasmus+ programme. The sport chapter priority will continue to be grassroots sport, increased participation in sport and awareness of the importance of health-enhancing physical activity in line with the Tartu call for a healthy lifestyle. The Sport chapter will continue to support initiatives that 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. It will also promote and support good governance in sport and dual careers of athletes and voluntary activities in sport, together with social inclusion, including refugees and migrants.

The implementation of the Erasmus+ sport programme and the European Week of Sport will be adapted to assist sporting organisations and clubs in the COVID-19 crisis. A great flexibility is ensured in the implementation of projects selected via Erasmus+ sport (e.g. suspension, extension of contracts, adaptation of activities).

Regarding the future possibilities within the Cohesion Policy funds beyond 2020 (mainly the European Regional Development Fund and the European Social Fund Plus), DG EAC will continue the activities within the SHARE (SportHub: Alliance for Regional development in Europe) initiative to promote the role of sport and physical activity as an instrument for economic and social development towards more healthy and active communities.

The **Preparatory Actions** in the field of **social inclusion** of refugees, the monitoring and coaching, through sports and Mobility will continue. A new preparatory action on grassroots sport will be implemented.

As in previous years, a series of high impact communication actions and events will take place: the 6th edition of the **European Week of Sport** will take place from 23 to 30 September 2020, the gala of the **#BeActive awards** will be organised at the end of 2020, and the **2020 #Beinclusive EU sport awards** will be celebrated on 1 December 2020 back-to-back to the Sport Council and the Cluster meeting on social inclusion through sport.

DG EAC will continue to support evidence-based policy in the field of sport, including a mapping on innovation and a study on intergenerational sport. In addition, a study on the impact of COVID-19 on the sport sector will be launched. A group of experts on **Gender Equality in Sport** will be set up with the aim of submitting proposals for future actions.

D - Culture

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

The cultural and creative sectors have been among the first to be hardly hit and suffer from the outbreak of COVID-19, and they most probably will be the last ones to be able to resume their regular activities, once containment measures are lifted or relaxed; the crisis is forcing many of the small operators in the CCS to change or cease their activities. The current crisis has already put millions of artists and small companies under existential threat.

Policy in the field of culture is implemented through the **New European Agenda for Culture** adopted in 2018. It comprises 25 actions, committing mainly the Commission, in particular DG EAC, all of which have already been or are currently being implemented. DG EAC also supports the implementation of the **Council Work Plan for Culture** covering the years 2019-2022.

Several Open Method of Coordination expert groups are being implemented to fulfil the Council Work Plan for Culture commitments. Topics vary from gender equality in culture to architecture, climate change, and multilingualism. In addition, several events (workshops mainly, on alternative funding for heritage, on social cohesion, on music and on artistic freedom) are planned in 2020 and early 2021 as part of the Council Work Plan for Culture's commitments. Planning disturbed by the COVID-19 crisis may lead to some workshops being postponed to 2021. **The expert group on cultural heritage** comprising around 60 stakeholders is scheduled to meet twice in 2020.

In 2020, DG EAC will also continue its regular dialogue with the cultural sector through the **Voices of Culture scheme** on the one hand, and the Cultural Heritage expert group and the Music Moves Europe dialogue on the other. Moreover, EAC will continue using the two online channels for exchange and communication with the culture interlocutors, established

first to address the crisis: a platform for exchange between Member States, and the Creatives Unite platform set up by and for the sector.

Several activities to implement Pilot Projects and Preparatory Actions in the field of culture are ongoing in 2020. In this context, new calls have been launched in the summer, including a dedicated €2.5 million call under the 2020 Preparatory action on music, with an important focus on the fallout of the crisis.

In addition, 2020 is a particular year when our utmost needs to be done to support the recovery of European tourism, including cultural tourism. Therefore, DG EAC has been engaging in a social media campaign promoting the vast cultural offer available during the summer, including the promotion of sites awarded with one of our prizes or labels, or those included in the various EU cultural routes. All this aims at inviting citizens to discover Europe's culture and heritage on- and offline.

Creative Europe Programme

In face of the COVID-19, the Creative Europe programme has adapted its work programme to the new realities that the coronavirus outbreak has imposed. Together with the EACEA, DG EAC is applying the **maximum flexibility** it can in the implementation of the programme, within the limits of the applicable legal framework. This flexibility for beneficiaries includes all actions supported by the programme, and included the extension of deadlines for submission of applications for on-going calls.

In light of the COVID-19 crisis, DG EAC is considering strengthening Creative Europe cooperation projects to assist the cultural sectors most in need and additional funding for translation: With an overall sum of €48.5 million, the evaluation of 2020 Creative Europe cooperation project proposals has been speed up in order to deliver funding as quickly as possible to the European cultural sector. There will also be additional funding available for the literary translation scheme.

Under the Culture sub-programme, the evaluation of the 2020 Cooperation Project Call has been speeded up. Similarly the selection procedure of the 2020 call for the translation of European books will be speeded up and the budget for this scheme will be increased so the diversity of European literature can be available to all citizens including those living in non-urban and less central regions.

The new support scheme for the **cross-border dimension of performing arts works** will include a forward-looking reflection on the longer-term effects the circulation experience may have. **Live recording and streaming** of the supported performances will be another way to ensure sustainability and a broader outreach through future viewing experiences online.

Also, the 2020 **#CreativeEuropeAtHome** social media campaign will promote the rich work beneficiaries of the Creative Europe programme are showing online to their audiences.

In 2020, Creative Europe will continue to address a double societal and economic role, bringing together actions supporting the cultural and creative sectors, safeguarding and promoting cultural and linguistic diversity and Europe's cultural heritage, and strengthening

the competitiveness of the European cultural and creative sectors. It consists of the MEDIA Sub-programme (supporting the audiovisual sector), the Culture Sub-programme (supporting the cultural and creative stakeholders other than audiovisual), and a Cross-sectoral Strand supporting the Cultural and Creative Sectors Guarantee Facility, cross-sectoral activities, transnational cooperation and the Creative Europe Desks.

Since 2019, Creative Europe plays a direct role in supporting the **New Agenda for Culture** and its implementation. The roll-out of the Programme builds on the findings of its mid-term evaluation, including feedback from stakeholders as regards the challenges facing the cultural and creative sectors and the administrative functioning of the supported schemes and actions. In addition, it takes into account the results of the public consultation held in 2018.

The cultural and creative sectors are a source of innovative ideas which can be turned into products and services that can create growth, jobs and address societal challenges. For this purpose access to finance for cultural and creative sectors is important. **The Guarantee Facility** will continue in 2020 to provide guarantees to lending and credit institutions to encourage them to offer loans or guarantees and provide finance for cultural and creative sector initiatives. This will enhance access to finance of SMEs in the cultural and the creative sectors, strengthen their financial capacity and reinforce their competitiveness. To a great extent, it will also contribute to the promotion of a smart, sustainable and inclusive growth.

On the basis of the 2018 mid-term evaluation of the Creative Europe programme, adaptations to the current programme and preparation for the next generation of programmes were launched. An impact assessment and stakeholder consultations were carried out in 2018 to help gather evidence with a view to adopting a new EU funding scheme to support the cultural and creative sectors after 2020. The negotiations of the new programme and the work on the implementing tools, such as guidelines, will be a strong focus of DG EAC's work in 2020.

Further, following the successful experience of 2019, the testing of a **mobility scheme for artists and culture and creative professionals** will continue in 2020 with a view to contribute to the design of such a scheme in the future programme.

In 2020, the Culture Sub-programme of Creative Europe will continue to support the organisation of **four yearly European prizes** in the areas of music, literature, architecture and cultural heritage. The prizes are open to the countries participating to the Creative Europe programme.

- The European Union Prize for Literature
- European Heritage Awards/Europa Nostra Awards
- Music Moves Europe Talent Awards, including a Public Choice Award
- EU Prize for Contemporary Architecture/Mies van der Rohe Award

General Objective 6 – A new push for European democracy

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

DG EAC plays a key role in mobilising young people through the communities it has built through its various programmes and policies. The latest Youth Eurobarometer survey (April 2019) confirms the eagerness among young people to participate in democratic processes. Three in four are active in democratic life, in e.g. voting, organised movements or volunteering and one in three took part in campaigns, strikes or street protests. Moreover, the immense interest in the European Solidarity Corps – with a reserve of over 200 000 young people ready and willing to be deployed – shows that Europe's young people care about the well-being of their communities, and are keen to engage, under the EU banner.

There is a lot of potential to capitalise on young people's own initiative, values and community spirit by leveraging youth civil society, supporting efforts for young people to learn about democracy and supporting solidarity action bottom-up. Under the EU Youth Strategy, the Youth Dialogue features as a key tool to bring together young people, youth organisations and decision makers, supported by experts and evidence.

In this respect, the **Youth Dialogue** can valuably fit into the forthcoming **Conference for the Future of Europe** by bringing about young people's inputs and ideas as a contribution from a key target group to a major pan-European democratic exercise.

Traineeships Office

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

Since 2017 the Traineeships Office is undertaking a reform, involving a major modernisation of its IT systems. In 2020, some key components of the new IT environment will be implemented, whereas the full IT-migration process will run into 2021. This transition will support smoother selections, increase the learning and events on offer, and focus on developing **trainees as ambassadors of the European institutions** after their traineeship.

On the occasion of its **60th anniversary**, the Blue Book programme will be celebrated through a communication campaign mainly via social media. The two main objectives of such a campaign are:

- to help increase the number of applicants from underrepresented fields and countries by strengthening the perception of the traineeship programme as inclusive and modern;
- to raise further awareness about the traineeship programme within the European institutions, including in terms of building an EU trainees community to be used as ambassadors for the traineeship and for the EU.

The **COVID-19 outbreak** heavily affected the Blue Book programme, as physical presence in the office was not possible from 16 March onwards. In order to ensure trainees' safety and offer them the best traineeship experience possible, under the given circumstances, March 2020 session trainees were exceptionally offered the option to continue their traineeship as planned, with the possibility to coming back for the October session, or to interrupt their current session and come back in October.

The Blue Book Traineeships scheme will also continue contributing to the Commission as an organisation, taking into account that trainees bring aboard their fresh input, dynamism and knowledge to the service they are assigned to and through horizontal activities organised in the framework of the Blue Book scheme.

General Objective 7 - A modern, high-performing and sustainable European Commission

EC library and e-Resources

The Library and e-Resources unit aims to develop and deliver high-quality and innovative information services to support Commission staff in evidence-based policy development and decision-making processes. Over the past few years, the Library has made considerable efforts to adapt its services to the information needs of users by extending significantly its electronic collections, by improving the access to these collections (both on-site and outside of the EC premises) and by implementing tools to improve the search and discovery experience.

In 2020, the EC Library and e-Resources unit will complete the actions foreseen in its 2017 - 2020 Action Plan, implement the new inter-institutional framework contract for books and launch a new tender procedure for ebooks. It will endeavour to reinforce cooperation with other Commission services active in the field of information and knowledge management, and it will continue to train and develop its staff in order to adapt their skills to the new needs for information management.

PART 2. Modernising the administration: main outputs for the year

In 2020, DG EAC will further implement a streamlined and integrated performance framework, **Results@EAC**, aiming at reinforcing the monitoring of performance within the DG, in alignment with corporate processes and the Management Plan for 2020.

The aim is in consolidating DG EAC processes and building robust performance management capabilities. This framework will also enable a more strategic approach to the allocation of its financial and human resources and will further help establish and justify the DG's essential resource needs in a context of shrinking resources and increasing workload.

In 2020, the **Results@EAC** framework will be further fine-tuned in consultation with the management of DG EAC.

There will be an increased focus on performance in corporate level, an effective and efficient monitoring of performance in DG EAC and the streamlining of performance reporting:

- The **Strategic Dashboard** presents a balanced set of performance indicators covering policy, programme management as well as organisational performance. These key data will be available by Directorate, offering monthly updates and trend analyses.
- The **Balanced Scorecard** covers a selection of indicators: **key metrics** of DG EAC state-of-affairs, detailed grant and programme management indicators and organisational performance.
- The **Unit Performance and Management Reports** is a management tool aiming at simplifying and improving the monitoring of delivery of annual results and of the use of resources.

An interactive version of the indicators enabling trend analysis ([Qlik Sense](#)) is also available, increasing the accessibility of performance information.

These consolidated elements will help DG EAC to act on potential performance deviations encountered during the year and to provide a more aligned and integrated overview of operating performance with policy and programme performance.

The internal control framework¹ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

¹ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

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

Main outputs in 2020: Performance management

Output	Indicator	Target
DG EAC 2019 Annual Activity report	Timely draft and final submission	Q1
DG EAC Strategic plan 2020-2024	Timely draft and final submission	Q2-Q3
DG EAC Management plan 2020	Timely draft and final submission	Q2-Q3
DG EAC 2020 Mid-term report	Timely draft and final submission	July 2020
Draft Budget 2021 package	Timely submission	Q1-Q2
Monitoring budget implementation 2020	Timely submission	Monthly (DSC)
Coordination adoption Annual Work Programmes (including revision)	Timely submission	Q1-Q3
Unit Performance and Management Report (UMPR)	Provided to the units	At least 4 x / year
Strategic Dashboard	Timely submission to the Director’s steering Committee	At least 6 x / year

A. Human resource management

DG EAC put forward an ambitious development plan as a follow up to the 2018 staff survey focusing on the staff engagement index linked to appropriate and timely information about people’s jobs and managerial excellence, where managers would give credit where it is due, care for their staff and help them identify learning and development needs to broaden their horizons. DG EAC will prioritise dedicated workshops for managerial excellence and first time female appointments in management. At the same time, the DG wanted to promote inclusion and fairness at work as well as innovative ways of working together: project-based allocation of resources, EAC common values and a digital transformation of the DG. The implementation phase started in September 2019 and will continue until December 2020 with the digital transformation extending in 2021.

² [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

Actions linked to the objectives above:

- Organising welcome sessions on a regular basis inviting the hierarchy to improve two-way communication; Welcome Guide to help new colleagues to settle in;
- Introducing a Handover process @EAC; developing the Mentoring@EAC to facilitate the smooth integration of the new job holder into his/her unit and provide the new job holder with practical information and advice on job related topics;
- Producing the EAC Handbook providing a basic understanding of the essentials: what EAC does, who does what and who is who and acquaint all EAC colleagues with the activities of the DG to assist newcomers in their familiarisation with the new workplace or colleagues looking for job shadowing opportunities or internal mobility;
- Creating dedicated networks (EAC pool staff; SC/AST network on HR matters) to establish and develop contacts with colleagues and reinforce a team spirit;
- Disseminating the newly adopted EAC VALUES via a communication campaign. On a regular basis, the DG will dedicate discussions and other activities to the values selected via videos, team-building activities across units and inspirational speakers to animate workshops/lunchtime conferences on innovation and change;
- Produced guidelines for a project-based working scheme that requires thinking of the Directorate-General as an organic whole, breaking down the silo-logic and enhancing trust and cooperation among staff and between staff and managers. First pilot project in 2020 ‘Digital Education Action Plan’;
- Enhancing the Digital transformation in DG EAC. An EU survey on ‘Digital EAC by 2022?’ will be launched mid-May. The EAC BC team will communicate the results of the analysis to EAC staff and a final report including action plan and road map will be prepared by June 2020 by the EAC staff group;
- With the input of senior and middle management, the EAC BC team submitted a Learning and Development Strategy (2020-2023) to the Director General which was adopted in April. The three year strategy foresees: designing learning and development activities that respond to the needs of the DG, developing learning paths for different job profiles, setting up a coherent coaching framework for managers and staff, promoting coaching and training to unlock female potential, enhancing exchange of knowledge and practices through job shadowing schemes and on-the-job learning. A 360° exercise for all middle managers is also envisaged.

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

Main outputs in 2020: HR management

Output	Indicator	Target
First time appointments of female middle managers [SEC(2020)146 By October 2020, 1 appointment will have taken place	Number of first time appointments of female middle managers	By 2022, 3 new appointments (50%)
Increase the staff engagement index (66% in Staff survey 2018)	% of increase each year	By 2024, 70%
Learning & Development Strategy	Adoption of the Strategy by the	Q2

2020-2023	second half of 2020	
EAC VALUES pledge for staff and management	Vote online for EAC VALUES and launch awareness raising campaign	Q3 EAC VALUES voted The awareness raising campaign to take place in Q4
Launch a survey 'Digital EAC by 2022?'	Q3 (aimed participation of 60% of staff)	Q4 EAC dedicated staff group to analyse results of survey, prepare a final report and an action plan with road map
Launch 360° exercise for all middle managers in DG EAC in order to promote managerial excellence	Q4 2020 and Q1 in 2021	Q4 10 middle managers to participate in the first round and another 10 in Q1 of 2021

B. Sound financial management

The challenges that DG EAC is facing in 2020 and beyond may be summarised as follows:

- Ensuring that DG EAC is ready to reply in a robust, but proactive, flexible and agile way to the **external and internal challenges** due to the COVID-19 situation, while being in full preparation mode **to be ready for the next MFF**.
- 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** to deliver at the same level as larger DGs and services.
- DG EAC continues to be challenged to ensure **sufficient and well-allocated human resources** in order to continue to deliver on its **political** priorities and perform its **institutional** and **legal** obligations. With an increased budget under the next MFF, a new focus on the widening and deepening of actions, as well as different financing rules among programmes and a more complex budget structure, the challenge to manage programs, performance, supervision and financial functions will increase even more.
- Providing a modern and integrated **EAC IT landscape** for the management of Erasmus and the European Solidarity Corps in indirect management mode for the next MFF remains one of the highest challenges due to high exposure and reputational impact on stakeholders (critical risk for 2020).

The detailed action plan was adopted by the Directors' Steering Committee and consists of 8 actions:

1. Need of sufficient staff with adequate profiles to the tasks in all relevant units of DG EAC
2. Effective governance and decision-making by senior management on all key activities to ensure achievement of objectives under the next MFF
3. Update of DG EAC's control and anti-fraud strategy for the next MFF, including supervision of entrusted entities
4. Need for appropriate expertise in financial and budgetary matters and digitalisation of financial transactions
5. Providing a modern and integrated EAC IT landscape for the management of Erasmus and ESC in indirect mode and ensuring appropriate external communication with stakeholders (NAs)
6. Despite good progress in 2019, continued and increased efforts in relation to data protection at operational level are needed in 2020 to ensure compliance

7. Analysis of ways to improve the planning and coordination of communication activities in the DG
8. ICAT survey: improving DG EAC's information flow, decision-making processes, its operational structure and the management of poor performance

As was the case in 2019, **monthly meetings** with heads of unit will be organised to deepen knowledge and understanding in different areas of the internal control framework, and to foster exchange of views where needed, especially in the context of preparing the ground for the next MFF.

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

Main outputs in 2020: Sound financial management

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	Remains < 2 % of relevant expenditure
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Efficient controls	Budget execution and time-to-pay	Remains >95% of payment appropriations and remains 95% of payments (in value) on time
Economical controls	Overall estimated cost of controls	Remains < 10% of funds managed
Internal control action plan	Number of actions completed	100% (all actions and sub-actions completed)

C. Fraud risk management

In 2020, DG EAC will comprehensively revise its Anti-Fraud Strategy (AFS) in line with the 2019 Commission Anti-Fraud Strategy (CAFS), and submit it to the peer-review group recently set up by the European Anti-Fraud Office (OLAF). The main areas covered may include topics such as:

- IT-based fraud prevention and detection
- Monitor the implementation of whistleblowing provisions in programme countries
- Evaluate fraud risks and vulnerabilities with regard to spending in emergency situations

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS)³ aimed at the prevention, detection and correction⁴ of fraud

Main outputs in 2020: Fraud risk management

Output	Indicator	Target
Adopt revised 2020 Anti-Fraud Strategy	Adoption date	End 2020

D. Digital transformation and information management

DG EAC targets using innovative, trusted digital IT solutions to support the effective implementation of the future Erasmus+ and European Solidarity Corps programmes under the new MFF 2021-2027 by means of indirect grant management activities executed by the National Agencies (NAs) of the programme countries.

Already for the first cycle of the future programmes starting in October 2020, end-users (such as applicants / potential beneficiaries, National Agencies and the Commission) need adequate IT solutions to carry out their tasks in the context of indirect grant management. To that end, a large number of activities have been launched since June 2019, were intensified during the fourth semester of 2019 and continue to be carried out in 2020. These include:

- Refining the **business processes**⁵ model to understand which activities (business requirements) need to be supported by IT services, in relevant sequence and by whom (logical workflow).
- Designing a modern, robust, reliable and scalable **new IT architecture** (new EAC IT Landscape) to provide adequate IT support to end-users based on the principles of the Commission's Digital Strategy and the Cloud Strategy for cloud-native solutions.
- Designing **IT systems and services** in line with the identified business processes and business requirements by
 - Incorporating the principle of '**single-entry-point**' via EU Access authentication and authorization for the users of DG EAC's IT systems and services thus providing them with an easy and unique experience throughout the different modules of the new IT architecture.

³ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

⁴ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

⁵ The main **business processes** to be supported are: Prepare Call, Manage Organisations, Submit Application, Select Received Applications / Projects, Contract / Sign Grant Agreement, Manage Budget, Manage Reporting, Disseminate Results.

- Guiding end-user in their role / tasks by using the COMPASS Corporate⁶ based **workflow management system** and HERMES / ARES for Document management
- Providing a **common web design** and **user interface** to provide the end-users with a linear and seamless experience.
- Describing **non-functional requirements** (e.g. usability, availability, performance of the future system, IT support etc.) and **system security requirements**, introducing the concept of ‘security by design’ and ‘privacy by design’ whilst ensuring that data protection rules are compliant with the Regulation 2018/1725.
- Ensuring that **data managed** by the new EAC IT Landscape will be interoperable with the **Data Analytics platform**, in order to provide important key indicators on the management of DG EAC programmes and their impact on society.
- Identifying new and/or detailing **risks (and corresponding mitigation measures)** related to
 - potential issues with final business requirements stemming from the legal base of new MFF,
 - difficulties on new developments and integrations,
 - effective management of outsourced activities,
 - unforeseeable events.
- Defining a ‘**Minimum Viable Product** (MVP)’ scope for the first cycle of the next MFF, together with all stakeholders whilst considering the technical feasibility of its timely implementation.
- Establishing, baselining and maintaining the high-level **implementation roadmap** (IT Master Plan) for 2020 and beyond, following as far as possible the principles of ‘agile software development’ and starting a substantial number of **IT development and testing** activities, targeting a gradual delivery of functionalities from October 2020 onwards

Envisaging an **alternative course of action** in case that certain identified risks should materialise.

The use of corporate trusted solutions will continue to increase during the course of the new MFF, integrating more reusable components into DG EAC’s IT Landscape (such as EU_Signature services, tighter integration with Myworkplace services, more elaborated notification services, more automated data exchange services etc.).

In general as indicated below, DG EAC targets having implemented 30% of the digital solutions (such as Single Entry Point, Compass Corporate, EU Access principles and Hermes/Ares) offered by the Commission by end 2020.

⁶ A prerequisite was for DG EAC to become a Member of the Corporate Compass Team. The GPSB (Grants and eProcurement Steering Board) of 9 December 2019 accepted EAC as member of this Team. The on-boarding process lasted from December 2019 to February 2020.

Digital technologies are transforming European citizens' lives, the way they meet, learn, study, train, teach, create or innovate within and across borders at an increasingly accelerated pace.

Through its **EAC Data Analytics & Artificial Intelligence initiative**, composed of 20 individual modernisation projects, DG EAC will sustain new analytics capabilities by June 2022 to:

- ensure **modern data analytics** underpin DG EAC processes and are leveraged fully to extract relevant and timely insights from all data on programmes, policies and processes. This includes the systematic use of augmented analytics as well as Artificial Intelligence, supported by an effective data governance;
- deliver a **360° transformation of data services**, including data integration and interoperability, opening new opportunities to improve performance, increase efficiencies, by contributing to the quality and efficiency of programme management, policy interventions, and of all internal processes;
- deliver **innovative data capabilities** fit for the new digital age, directly supporting DG EAC strategic objectives and ensuring policy interventions are fully data-driven, such as for example **learning analytics and the use of artificial intelligence**, with due attention to compliance with the General Data Protection Regulation (EU) 2016/679;
- guarantee a **managed and easy to use access to all fresh data** relevant for DG EAC strategic and operational decision making and functioning across the entire DG EAC scope of policies, to internal and external stakeholders, including 60 national agencies, while respecting the necessary confidentiality and security restrictions;
- leverage data fully to **maximise synergies and positive engagement with stakeholders**, in particular young people and participants in EU programmes who more than ever require easy to use and valuable information and services.

In 2020, Data Analytics projects will eliminate legacy tools and enable the modernisation and digitalisation of core DG EAC processes while also optimising DG EAC investments through more effective data management and governance. The initiative includes **20 data-centric modernisation projects** and covers analytics capabilities divided into:

- **Programme analytics** (Erasmus+, European Solidarity Corps, Creative Europe, DiscoverEU, with Marie Skłodowska-Curie Actions and EIT starting)
- **Data analytics for policy** (starting with global data inventory, educational analytics & AI)
- **Integrated performance analytics**, including on indirect and direct grant processes, SPP processes, HR, budget, accounting, procurement, unit performance management reports, work plans, supervision and audit, as well as internal control processes).

Common to the three strands is the establishment of effective Data Governance.

DG EAC will also further **step up knowledge management services and guidance on collaborative tools**, as well as offer various actions to promote and improve working methods within the DG in line with the Commission's Knowledge Management

priorities. With the deployment of Microsoft 365 in January 2021, our current collaboration structure (23 unit’s workspaces and 98 project’s workspaces) based on SharePoint technology will be transferred to Teams and SharePoint online. The adoption of this new environment will be particularly tailored to satisfy users’ needs proposing new governances, online trainings, templates and personalised support.

In the field of Data Protection, a series of activities will be either continued or freshly launched, which aim both at raising awareness for all staff and at broadening and deepening their knowledge of Data Protection. Typical approaches are being developed and will be offered to different categories of staff, depending on their involvement and responsibilities or accountability.

The category of general awareness raising activities addresses all staff and offers lunch time conferences, brief announcements/ashes in the news section of MyEAC and – in that same section - regular ‘shortest quizz ever’ (one question of practical value). Especially the latter are meant as eye opener and should stimulate interest. All these actions will refer to the Data Protection page on MyEAC, which will be continuously enhanced.

Lunch time conference participation will be monitored for the purpose of quantifying staff interest throughout the DG and by entity.

In the category of knowledge deepening activities more in depth general and topical trainings are offered for staff concerned, such as operational data controllers and controller assistants and of course a dedicated Data Protection introduction course will be offered to newcomers at DG EAC. Finally more in depth quizzes will be organised on a regular basis through EUSurvey, aiming at revealing both interest/participation and knowledge level for follow-up and reporting purposes.

Other activities are being studied and expected to grow from experience and interaction with and feedback from participating staff, such as tailor made sessions on specific needs.

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

Main outputs in 2020: Digital transformation and information management

Output	Indicator	Target
Implementation of the Single Entry Point	Number of IT Modules accessible via Single Entry Point	60%
Implementation of Compass Corporate workflows	Number of workflows fully automated per business process	80%
Implementation of EU Access	Number of IT Modules using EU Access	70%
Implementation of HERMES/ ARES for Document management	Number of IT Modules using Hermes/Ares	90%
Data Analytics & AI modernisation	Rate of realisation of the 20 data modernisation projects 2020-2022	60%
Implementation of DG EAC Data Governance	Approval by Directors Steering Committee	Q4 2020

Objective: DG EAC targets maximising staff awareness of data protection rules and practices in order to guarantee compliance with Data Protection Regulation and Action Plan

Main outputs in 2020: staff awareness activities

Output	Indicator	Target
Awareness raising publications (news flashes, announcements, 1-question-quizzes)	Number of publications	20
General and topical trainings, lunch time conferences, in depth quizzes	Attendance or number and quality of replies	20%

E. Sound environmental management

DG EAC will build on its current efforts in the framework of a '**Green Commission**', namely in the area of energy, paper consumption and CO₂ emissions.

In this framework, DG EAC will encourage staff to **save energy** by switching off the light when being absent from the office for a longer period (e.g. when going for a meeting, to lunch, for home).

With the **outbreak of COVID-19**, the building housing DG EAC (J-70) is in week-end mode. This led to a significant reduction of the overall energy consumption (heating and air-conditioning) as well as CO₂ emissions and lead to an overall energy-saving action. Making it possible for all EAC staff to carry out work from home eliminated the need to travel to the office contributing further to the reduction of CO₂ emissions.

In line with the new working methods of the Commission of a '**Digital transformation**', DG EAC will continue to **digitalise the working processes** and **reduce the need to print** documents by reinforcing paperless working approaches (collaborative platforms) and procedures.

Staff of DG EAC will be encouraged to print only when necessary, always double-sided, question the need to print in color and archive files electronically.

In order to combine 'Fit at work' and 'Green energy activities' DG EAC will encourage **sustainable mobility for its staff** when commuting and moving between Commission buildings. **Walking** or **using private bicycles** (or shared bicycles once considered safe again in view of COVID-19) are virtually non-polluting and provide health benefits through increased exercise. On average, staff who walk or cycle enjoy better health, take fewer days sick leave and incur lower health care costs.

DG EAC will increase awareness about **waste management**, regarding proper trash sorting, avoiding the use of single-use items when possible, via regular postings in EAC intranet news.

Objective: DG EAC takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main results and outputs in 2020: Sound environmental management

Output	Indicator	Target
Communication on switching off the lights	Publication on EAC intranet	Q3 2020
Advertise on alternative transportation	Publication on EAC intranet	Q4 2020
Increase awareness about waste management	Bimonthly publication on EAC intranet	As of Q3 3030

F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities

DG EAC will work in 2020 to preserve efficiency in the delivery of the policies and programmes, in coordination with the designated executive agencies and – when applicable – other DGs that jointly manage instruments contributing to the same objectives or areas (in particular DG Employment, Social Affairs and Inclusion as regards the Erasmus+ programme; DG Communication Networks, Content and Technology, as regards the Creative Europe programme; and DG Research and Innovation as regards Horizon 2020).

In 2020, DG EAC will further roll out Results@EAC, an integrated performance framework for DG EAC. The objective of the initiative is to ensure a robust performance framework exists in DG EAC, to address IAS audit recommendations, to foster greater ownership of internal control and performance objectives by management, including middle management, based on an increased support and assistance of integrated reports and dashboards.

The framework aims in particular at linking planning, budgeting, internal control processes with policy, programme and organisational performance. Making relevant performance information directly available at middle management level will create greater alignment, reduce risks and increase further management’s ownership of results. It will also enable senior management to receive consolidated information on directorate and units’ resource consumption, outputs expected, objectives, targets achieved and ongoing actions stemming from horizontal activities (e.g. SPP, follow-up to audits, ongoing procurements, etc.) whenever the information is available and can be automated. This will also help streamline the reporting exercise by the Authorising Officers by Subdelegation.

In line with the digital transformation objectives of the Commission, DG EAC will substantively and systematically re-think and strengthen the role and the impact of technology on every action and initiative, also leveraging the full potential of data to modernise its operations and achieve its strategic objectives.

Opening up new opportunities for innovation and increasing internal efficiencies, DG EAC’s digital transformation will contribute to the quality of its policy interventions, maximising

synergies and positive engagement with stakeholders, in particular young people and participants in EU programmes who more than ever require easy to use tools and valuable information and services.

The IT Tools developed specifically for the European Solidarity Corps in 2016 and 2017 and enhanced in 2018, in particular the European Solidarity Corps Portal and its different modules and affiliated IT tools, will continue to be further enhanced to allow for a continuously enhanced end-user experience. These developments will build on the role of the European Solidarity Corps Portal as the one-stop shop for both interested individuals and organisations as regards, inter alia, registration, identification and matching of profiles and opportunities, networking and virtual exchanges. Links between the European Solidarity Corps Portal and the IT tools supporting projects' management will be developed to further simplify the management for the beneficiaries. Solutions will be further developed in order to ease the access to the European Solidarity Corps Portal and facilitate exchange of experiences and inspirational ideas between current, former and future participants.

In the same context, the European Youth Portal will continue in 2020 with the development of its content to better reflect the changing needs of the target audience, and further enhancements to the interface to make it easier to use on mobile devices. The multi-lingual youth engagement tools will also be enhanced to support the EU Youth Dialogue and other consultation activities.

Finally, DG EAC will also substantially **develop and strengthen its data analytics and AI capabilities in 2020, recognising the strategic role of data** to maximise the digital potential of its programmes, to support innovation in policy initiatives⁷, to strengthen evidence-based policy making, to modernise core processes and improve performance through systematic data-driven monitoring.

⁷ such as the European Education Area, or Educational Analytics & AI as part of the Digital Education Action Plan.

ANNEX: Performance tables

General objective 1: A European Green Deal			
Specific Objective 1.1 - Promote behavioural changes and support education towards a sustainable economy			<i>Erasmus+ European Solidarity Corps</i>
Main outputs in 2020:			
	Output	Indicator	Target
B	Erasmus and European Solidarity Corps green strategy	Final draft available	Q4 2020

General objective 2 - A Europe fit for the digital age			
Specific Objective 2.1 - Increase the use of digital technologies for teaching and learning to support both quality and inclusive education			<i>DEAP</i>
Specific Objective 2.2 - Invest in the development of digital skills for all			<i>DEAP</i>
Main outputs in 2020			
	Output	Indicator	Target
C	Digital Education Action Plan	Adoption by the Commission	Q3 2020
Specific objective 2.3 - Through the Horizon 2020 Marie Skłodowska-Curie actions, promote excellence in research, generate innovation and strengthen skills, training and career development for researchers notably through excellent international doctoral networks			<i>Horizon 2020 MSCA EIT</i>
<i>Horizon 2020 - Marie Skłodowska-Curie Actions</i>			
Main outputs in 2020: To ensure an efficient and effective implementation of the programme			
Other important outputs			
	Output	Indicator	Target
C2	Proposal for a legal base for Horizon Europe (MSCA contribution)	Adoption of Horizon Europe	End of 2020
C2	Effective implementation	N° of grants awarded	1 900
C2		N° of Researchers, including PhD candidates, funded through the MSCA	65 000 researchers (22 000 PhD candidates) cumulative 2014-2020
C2		Budget execution	100%
C2		N° of calls published	6

Communication activities and events			
	Output	Indicator	Target
C2	European Researchers' night	Organisation of the NIGHT	Nov 2020
C2	Science is Wonderful! / EU R&I Days, Brussels, interactive showcasing of EU-funded research	Science projects exhibition, participation in policy conferences; promotion on social media	S2 2020
C2	MSCA Croatian Presidency Event, with focus on positive brain circulation and future jobs - Zagreb/ online event	Award of MSCA Prizes, political conference on MSCA; promotion on social media	S1 2020
C2	MSCA German Presidency Conference, with focus on the future Horizon Europe programme, Berlin/ Online (tbc).	Award of MSCA Prizes, political conference on MSCA; promotion on social media	S2 2020
C2	Falling Walls Lab-MSCA competition	Award of 4 prizes, from public prize to 1 st prize; The winner is invited to take part in the global Falling Walls Lab finale in Berlin (Nov 2020); Promotion on social media	S2 2020
<p>Specific objective 2.4 - Through the Horizon 2020, EIT strengthen INNOVATION ECOSYSTEMS that help to tackle global challenges, by fostering the integration of education, research and business.</p>			
<p><i>Horizon 2020 - The European Institute of Innovation and Technology</i></p>			
<p>Main outputs in 2020: To ensure an efficient and effective implementation of the programme</p>			
Other important outputs			
	Output	Indicator	Target
C1	2021-2023 EIT Single Programing Document (SPD)	Adoption of the Commission Opinion	Q4 2020
C1	Effective Work Plan management	N° of grants agreements signed	8
C1		SME participation in KIC partnerships	40%
C1		N° of communication and outreach activities	12 newsletters published 4 EIT activity reports (for internal stakeholders) 3 stakeholders events held Regular press briefings
C1		Budget execution	100%
C1	Revision of the EIT legal basis	Adoption of the EIT legislative package by co-legislators (EIT Regulation recast + SIA 2021-2027)	Q4 2020
C1	2019 discharge process	Acceptance of discharge	Q4 2020

Communication and events		
Output	Indicator	Target
EIT Awards		December 2020

General objective 3: An economy that works for people		
Specific objective: <i>Ensure effective and efficient European cooperation and develop optimised strategic investments for modernised, high quality education and training systems fostering EU social cohesion and economic growth.</i>		European Semester
Main outputs in 2020:		
Output	Indicator	Target
A2	Country Specific Recommendations (CSRs)	Contribution to country reports
A2		Assessment of previous year CSRs
A2	Education and Training Progress report – Country reports	Publication
		Feb 2020
		Feb - May 2020
		Nov 2020

General objective 4 - A stronger Europe in the world		
Specific Objective 4.1 - Promote and strengthen International cooperation in the fields of education, training, youth, sport, culture, and research and innovation		Erasmus+ Creative Europe Horizon MSCA
Erasmus +		
Main outputs in 2020: Effective implementation of the Erasmus+ 2020 Annual Work programme		
Erasmus + International		
Other important outputs		
Output	Indicator	Target
C3	Higher Education	N° of international Student and Staff Mobility
C3		N° of international students in Erasmus Mundus Joint Masters Degree (EMJMD)
C3		N° of international HEIs in EMJMD
C3		N° of international Capacity Building in Higher Education projects
B1	Bologna Process	N° of Peer support group meetings and Bologna Implementation Coordination Group meetings with Commission participation
B1		N° of projects financed by the Erasmus+ Programme for the European Higher Education Area
A1	Jean Monnet activities	N° of students receiving training through Jean Monnet activities
A1		N° of countries where Jean Monnet activities have been performed successfully
B3	Youth	N° of capacity building in youth projects
		32 300
		5 300
		141
		5
		26
		500 000
		80
		83

Communication actions and events			
C3	Erasmus Mundus Association General Assembly	Number of participants	80
Erasmus+ Sport			
Other important outputs			
	Output	Indicator	Target
C4	Participation of Eastern Partners and Regions in the European Week of Sport	Number of countries taking part in the European Week of Sport	Q3 2020
Preparatory action			
	Output	Indicator	Target
C4	Mobility and Exchanges in sport	Selection of projects	Q3 2020
Creative Europe			
Main outputs in 2020: Main outputs in 2020: Effective implementation of the Creative Europe 2020 Annual Work programme			
Other important outputs			
	Output	Indicator	Target
D2	Support to international touring	N° of cooperation measures	55
D2	Effective implementation of the Creative Europe 2020 Annual Work programme	N° of European platforms, such as those fostering international careers	8
Horizon 2020 - MSCA			
Main outputs in 2020: To ensure an efficient and effective implementation of the programme			
Other important outputs			
	Output	Indicator	Target
C2	MSCA Seminar for Western Balkans, Zagreb	Conference for Western Balkan countries; promotion on social media	Q4 2020
C2 B1 C3	European Association for International Education (EAIE), Barcelona	Conference session - Result of application; promotion of event on social media	13-16 Oct 2020
C2	Africa Week, Brussels	MSCA presentation, MSCA projects to be showcased; promotion of event on social media	Oct 2020

General objective 5 - Promoting our European way of life			
Specific Objective 5.1 – Make the European Education Area a reality, removing barriers to learning, improving access to quality education and making it easier for learners to move between countries			European Education Area
Main outputs in 2020:			
	Output	Indicator	Target
B	Communication on Achieving the European Education Area	Adoption by the Commission	Q3 2020
A	Strategic Framework for Cooperation in Education and	Draft proposal available	Q4 2020

	Training beyond 2020		
Other important outputs			
Education and training			
	Output	Indicator	Target
A4	Education and Training Progress report – EU analysis	Publication 2020	Nov - Dec 2020
A4 A3		Webpage visits during 3 months after the launch date	>10 800
A4		Hard copies distributed to target readers	>7 700
European Universities			
	Output	Indicator	Target
B1	European Universities	Publication of results of the second call for proposals of the European Universities Initiative	July 2020
B1		Launch of a study on a European degree and European Statute	2 nd half 2020
B1		Webinars with selected European Universities	April-May 2020 and 2 nd half 2020
B1		Organisation of a joint meeting of the selected alliances and Member States representatives to tackle the remaining barriers at technical level	June 2020
B1		Under the German Presidency, organisation of a meeting with the Rectors of the selected alliances with the Directors-General of Higher Education	4 and 5 November 2020
Transformation agenda for higher education			
	Output	Indicator	Target
B1	Co-creation of a transformation agenda for higher education	Launch of an expert group on the transformation of higher education in Europe	Q4 2020
B1		Targeted consultation meetings (eg VP Schinas and Commissioner Gabriel meeting up with high level representatives of the higher education sector)	Q3-Q4 2020
B1		Preparation of a public consultation on the transformation agenda	Q4 2020 and beyond
B1	Data tools and Knowledge Hub	Launch of the procedure for the new contract for European Tertiary Education Register (ETER)	Q4 2020
B1		Strategic meeting for the further development of the Knowledge Hub for Higher Education	2 st half 2020
B1		Strategic meetings to further develop the U-Multirank performance tool	2 nd half of 2020
B1		Annual ranking release of U-Multirank	June 2020
European approach for micro-credentials initiative			
	Output	Indicator	Target
B1	Develop a European approach for Micro-credentials	3 online meetings of a micro-credentials consultation group	May-June-September 2020
B1		Launch of a study to map the current state of play and support to design of a	Spring 2020

		framework for micro-credentials	
B1		Presentation of the roadmap on micro-credentials	Autumn 2020
European graduate tracking mechanism			
	Output	Indicator	Target
B1	Develop a European graduate tracking mechanism	Number of meetings of the Expert Group of graduate tracking and its Task Forces	6
B1		Publication of the Expert Group report on graduate tracking	Q4 2020
B1		Study on Mapping the State of Graduate tracking in Member States	Spring 2020
B1		Launch capacity building actions	Q2 2020
B1		Publication of the pilot Eurograduate report, national reports and technical report	Q2 2020
Automatic mutual Recognition of qualifications and learning periods abroad			
	Output	Indicator	Target
B1	Quality Assurance	Follow-up of the ongoing Erasmus+ EuniQproject on quality assurance	Autumn 2020
B1	Automatic recognition	Number of projects financed by Erasmus+ under the 2020 NARIC call	June 2020
B1		Meetings of the European Network of National Information Centres (ENIC)/ National Academic Recognition Information Centres (NARIC) and its Advisory Board	2
B1		Peer learning activities and working group meetings on automatic recognition in the context of the ET2020 Framework	Q4
Preparatory action			
	Output	Indicator	Target
B2	Network of experts and stakeholders on the recognition of outcomes of learning periods abroad in general secondary education, (consortium led by European Federation for Intercultural Learning)	Establishment of the network	Q2 2020
B2		First meeting	Q3 2020
B2		Adoption of a communication/dissemination strategy	Q4 2020
Communication activities and events			
	Output	Indicator	Target
B2	2020 ENIC-NARIC Annual meeting (virtual)	Satisfaction survey sent to ENIC-NARIC	80% of participants give positive feedback i.e. assess the event as 'very useful' or 'useful'.
European Student Card Initiative			
	Output	Indicator	Target
B1	Erasmus Without Paper Network	Number of higher education institutions using the Erasmus Without Paper Network	2 800
B1	Co-branding students cards	Number of European Student Cards produced by	2.6 million

	with the European Student Card elements	higher education institutions/student card issuers	
B1		Release new version	Oct-Nov 2020
B1	Erasmus+ Mobile App	Number of times the Erasmus+ Mobile App has been downloaded	90 000
Early childhood education and care system (ECEC)			
	Output/ Result	Indicator	Target
B2	ECEC Working Group	Validation of a European dissemination strategy	Q3 2020
Pilot projects			
	Output	Indicator	Target
A1	Jan Amos Comenius Prize for high quality teaching about the European Union	Announcement of the Award	Q2
Specific Objective 5.2 – With the support of the Erasmus+ programme, promote learning mobility of individuals, as well as cooperation, inclusion, excellence, creativity and innovation at the level of organisations and policies in the field of Education and Training			Erasmus+ Education and Training
Main outputs in 2020: Effective implementation of the Erasmus+ 2020 Annual Work programme			
Other important outputs			
	Output	Indicator	Target
B4	Effective implementation	Budget execution	100%
R2	Key Action 1 Learning mobilities	N° of individual mobility of Staff (HE – VET – Schools – Adult)	127 947
R2		N° of Students Mobility HE	356 074
R2		N° of learners mobility VET	130 391
R2		N° of operating grants for National Agencies (NAs)	58
R2		Percentage of Erasmus+ participants in long-term mobility declaring that they have increased their language skills	HE: 98% VET: 90%
R2		Key Action 2 Cooperation for innovation & the exchange of good practices	N° of Strategic partnerships
R2	Knowledge Alliances / Sector Skills Alliances		KAs 33 / SSAs 12
B1	European Universities		24
B4	N° of registered users of online communities in the School Education Gateway, e-Twinning and EPALE (mainly teachers and school education staff, adult educators, higher education)		SEG: 95 000 (+15 000) EPALE: 75 000 (+14 000) eTwinning: 863 000 (+100 000)
External communication actions			
	Output	Indicator	Target
B4	Co-creating Erasmus+ and European Solidarity Corps stakeholder event	Organisation of the event	January 2020
R2	Erasmus+ Annual report 2019	Launch of the report (including publication, press release, social media, etc.)	Q4 2020
		Number of report downloads from the OP website	2 000

Specific Objective 5.3 - With the support of the Erasmus+ programme, promote non-formal learning mobility and active participation among young people, as well as cooperation, inclusion, creativity and innovation at the level of organisations and policies in the field of Youth			<i>Erasmus+ Youth</i>
Main outputs in 2020: Effective implementation of the Erasmus+ 2020 Annual Work programme			
Other important outputs			
	Output	Indicator	Target
B3	Effective implementation	Budget execution	100%
R2	Key Action 1	N° of participants in Youth Exchanges	109 600
R2	Learning mobilities	N° of youth workers participating	26 300
R2	Key Action 2 Cooperation for innovation & the exchange of good practices	Number of strategic partnerships	2 780
B3	KA3 Support to Policy reform	N° of Youth Dialogue projects	169
B3		N° of operating grants to the European Youth NGOs	75
B3		N° of support to Eurodesk	36
External communication actions			
B3	2021 European Youth Week	Preparation of the event	Q4
Pilot projects			
	Output	Indicator	Target
A1	Altiero Spinelli Prize for Outreach	Announcement of the Award	Q3 2020
Preparatory actions			
	Output	Indicator	Target
B3	DiscoverEU: Free travel pass for Europeans turning 18	Open competition	2 competitions
B3	Effective Implementation of the 2020 Annual work programme of the EP Preparatory Action 'DiscoverEU'	N° of travel passes attributed	60 000
Specific Objective 5.4 - With the support of the European Solidarity Corps, enhance the engagement of young people and organisations in accessible and high-quality solidarity activities as a means to contribute to strengthening cohesion, solidarity and democracy in the Union and abroad, addressing societal and humanitarian challenges on the ground, with particular effort to promote social inclusion			<i>European Solidarity Corps</i>
Main outputs in 2020: Effective implementation of the European Solidarity Corps 2020 Annual Work programme			
Other important outputs			
	Output	Indicator	Target
B3	Effective implementation	Budget execution	100%
R2	Engagement in solidarity activities	N° of participants in volunteering	28 900
R2		N° of participants in traineeships and jobs	4 100
R2		N° of participants in solidarity projects	7 300
B3	Ensuring high quality	N° of organisation receiving a Quality label	3 900

B3	placement	N° of participants in cross-border activities receiving specific training	21 900
B3		N° of participants receiving online linguistic support	13 300
B3	Promoting social inclusion and equal opportunities	% of participants with fewer opportunities	25%
External communication actions			
R2	European Solidarity Corps Annual report 2018-2019	Launch of the report (including publication, press release, social media, etc.)	Q2-Q4
		Number of report downloads from the OP website	500
Specific Objective 5.5 - With the support of the Erasmus+ programme, promote learning mobility of sport coaches and staff, as well as cooperation, inclusion, creativity and innovation at the level of sport organisations and sport policies			Erasmus+ Sport
Main outputs in 2020: Effective implementation of the Erasmus+ 2020 Annual work programme			
Other important outputs			
	Output	Indicator	Target
C4	Key Action 2	N° of cross-border projects to improve good governance and dual careers	82
C4	Cooperation for innovation & the exchange of good practices	N° of cross-border projects to combat threats to sport	46
C4		N° of cross-border projects to enhance social inclusion	200
Preparatory actions			
	Output	Indicator	Target
C4	Sport as a tool for integration and social inclusion of the refugees	Selection of the projects	Q3 2020
C4	Monitoring and coaching, through sports, of youngsters at risk of radicalisation	Selection of the projects	Q3 2020
C4	Exchanges and mobility in sport	Selection of the projects	Q3 2020
C4	Grassroots sports programmes and infrastructure innovation	Selection of the projects	Q3 2020
Communication actions and events			
C4	#BeActiveatHome social media campaign	Launch	April 2020
C4	6 th European Week of Sport	Organisation of the event	Q3 2020
C4	2020 #BeInclusive EU sport awards	Organisation and attribution of the award	Q3 2020
Specific Objective 5.6 - With the support of the Creative Europe programme, strengthen Europe's commitment to preserve and promote our cultural heritage			Creative Europe Programme
Main outputs in 2020: Effective implementation of the Creative Europe 2020 Annual Work programme			
Other important outputs			
	Output	Indicator	Target
D2	Effective implementation	N° of grant agreements signed	1 131

D2		N° of procurements signed	36
D2		Budget execution	100%
D2	Development of training, education, skills, competences	N° of cooperation measures	42
D2	Providing capacity building (new business models, digitalisation)	N° of cooperation measures	16
D2	Transnational policy cooperation and support	N° of Network of Creative Europe desks	28
D2	Development of a Cultural and Creative Sectors Facility	Loans provided by banks to operators	1 800
D2	Promotion measures to reach new audiences	N° of measures, such as those promoting audience building	12
D2		N° of literary translations and promotional support	62
Preparatory actions			
	Output	Indicator	Target
D1	'Music Moves Europe': Boosting European music diversity and talent	Selection of the projects	PA 2019 : Q3 (2 calls) ; Q4 (2 calls) PA 2020 : Q4 2020
D1	'European Houses of Culture'	Request to submit a proposal and award decision	PA 2020: Q2-Q3 2020
D1	Finance, Learning, Innovation and Patenting for Cultural and Creative Industries (FLIP for CCIs)	Selection of the projects	PA 2020: Q4 2020
D1	Bottom-up Policy Development for Culture & Well-being in the EU	Selection of the projects	PA 2020: Q4 2020
D1	Protecting the Jewish Cemeteries of Europe. A full mapping process with research and monitoring and individual costed proposals for protection	Selection of the projects	PA 2020: Q4 2020
Pilot projects			
	Output	Indicator	Target
D1	Jewish Digital Cultural Recovery Project	Publication of call	PP 2020: Q4 2020
D1	A first step towards a European framework for mobility for makers	Award decision	PP 2019 Q4 2020
D1	Fight against illicit trafficking in cultural objects	Award decision	PP 2018: Q4 2020
D1	Measuring the cultural and creative industries in the Union	Selection of projects	PP 2019: Q4 2020
Communication actions and events			
	Output	Indicator	Target
D1	Open Method of Coordination expert groups	Number of meetings	3
D1	Creative online platform to	Number of online visits	Majority of

	exchange with the Member States		Member States
D1	Creatives Unite platform	Number of online visits	10 000
D2	#CreativeEuropeAtHome social media campaign	Launch	April 2020
D1	Social media campaign inviting citizens to discover Europe's culture and heritage on- and offline	Number of sites promoted	June 2020

General objective 6 - A new push for European democracy			
Specific Objective 6.1 - Provide European young people opportunities to participate in civic society and democratic life			<i>Traineeship office</i>
Other important outputs			
	Output	Indicator	Target
B3	Organisation of pre-selections for the traineeship (information, online module, organisation/supporting EC evaluators, communication, etc.)	Number of evaluations	45 000
B3		Number of appeals	Max. 5
B3	Events and trainings for trainees Guidance and support to trainees, advisors and coordinators	Satisfaction of trainees	90%

General objective 7 - A Modern, high performing and sustainable European Commission			
Specific objective 7.1: To develop and deliver high quality and innovative information services to support Commission staff in evidence-based policy development and decision making processes			<i>EC Library and e-Resources</i>
Main outputs in 2020:			
<ul style="list-style-type: none"> • Implementation of the new inter-institutional framework contract for books • Launch of a new tender procedure for eBooks • Final progress report on the 2017 – 2020 Action Plan 			
Other important outputs			
	Output	Indicator	Target
D3	Consultation of the Library's search tool Find-eR	Number of (basic and advanced) searches run in Find-eR	≥ 165 000
D3	Use of the Library's electronic collections (eJournals and eBooks)	Number of full-text articles downloaded from eJournals	≥ 350 000
D3		Number of successful section requests from eBooks	≥ 140 000
D3		Number of unique title requests (eBooks)	≥ 50 000
	Library collections, mostly composed of eJournals, eBooks and on-line versions of daily press	Percentage of acquisition budget spent on electronic resources	Target (July 2020): 70% of all acquisitions are e-resources.

