

Management Plan 2025

Directorate-General for Education,
Youth, Sport and Culture

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PART 1. Introduction and strategic outlook

Mission statement and operating context

DG EAC designs and delivers EU policies and programmes that empower people, develop talents and strengthens societies through education, culture, youth, and sport.

We support high-quality and inclusive education and training systems, attractive and sustainable research careers, cross-border mobility and solidarity, vibrant cultural and creative sectors, active youth engagement as well as a values-based sport model as essential pillars of the European project. Our work supports excellence, innovation and convergence across Member States and contributes to a resilient, competitive and prosperous European Union.

Under the political leadership of Executive Vice-President Mînzatu, Commissioner Micallef and Commissioner Zaharieva, we pursue the following core objectives:

- implementing the Union of Skills and completing the European Education Area, notably by building skills for life and competitiveness through a solid educational foundation and a 'whole-of-society' approach to education;
- promoting inclusive lifelong learning, from early childhood education and care to schools and higher education, from basic to advanced skills, including digital skills and active citizenship;
- promoting cultural and linguistic diversity, artistic creation and access to Europe's cultural heritage, with a particular focus on young people as drivers of democratic resilience, European identity and values;
- strengthening the links between education, research and innovation through advancing STEM uptake in education, the European Universities initiative, the Marie Skłodowska-Curie Actions (MSCA) and the European Institute of Innovation and Technology (EIT) and contributing to making Europe a global magnet for talent
- supporting young people's education, training, development and mobility, notably through Erasmus+ and the European Solidarity Corps, enabling them to grow, connect and contribute across borders;
- fostering participation in sport and physical activity as part of healthy, active and cohesive communities, while promoting and strengthening a values-based European Sport Model;
- upholding intergenerational fairness by expanding opportunities across all age groups, investing sustainably in our youth, and helping ensure that the benefits of today's actions endure for future generations;
- ensuring effective and strategic implementation of EU flagship programmes: Erasmus+, the European Solidarity Corps, Creative Europe, the Marie-Sklodowska-Curie Actions (MSCA) and the EIT under Horizon Europe;

- enhancing the coherence and impact of policies and programmes through robust evidence, cross-cutting synergies, and data-driven governance.

Strategic outlook 2025 - 2029

General objective 1 - A new plan for Europe's sustainable prosperity and competitiveness

DG EAC's policies and actions, supported by key programmes, contribute strategically to the objectives of the *Competitiveness Compass*. By advancing the core area of innovation and reinforcing the horizontal enabler "promoting skills and quality jobs," DG EAC plays a pivotal role in ensuring Europe's long-term competitiveness. Innovation and competitiveness rely fundamentally on a skilled and adaptable workforce. **Erasmus+** – encompassing school education, vocational education and training, higher education, youth, adult learning, and sport – ensures that individuals acquire the competences and skills needed for life and for evolving labour markets, including emerging industries. The **Marie Skłodowska-Curie Actions (MSCA)** support the career, skills development and mobility of researchers at all stages of their careers, strengthening collaboration between academia and industry. In addition, the **European Institute of Innovation and Technology (EIT)** bridges education, research, and business to drive innovation. Through its Knowledge and Innovation Communities (KICs), the EIT builds ecosystems that develop and commercialise solutions to pressing global challenges. Therefore, DG EAC directly supports the EU's ambition to close the innovation gap and strengthens Europe's prospects for long-term competitiveness.

DG EAC steers policies and manages programmes that support Europe's competitiveness through high-quality, inclusive and future-proof education policies, equipping people with relevant skills and competences for Europe's green and digital transitions.

Over the 2025–2029 period, DG EAC will place the **Union of Skills** at the heart of its work to strengthen Europe's long-term competitiveness. Anchored in a whole-of-government approach and linked to the European Semester, the Union of Skills will drive – reforms across education and training systems, helping to equip people with the skills they need to navigate and shape the green and digital transitions. By investing in human capital, DG EAC will help build a more resilient, adaptable, and future-ready workforce.

This work will directly support the implementation of the *Competitiveness Compass*, the new plan for Europe's sustainable prosperity and competitiveness, by reinforcing the foundations of long-term economic strength: people's knowledge, skills and talents.

DG EAC will also continue to support the **European Education Area (EEA)**, a key enabler for the Union of Skills, through the preparation of its second cycle (2026–2030) within the

strategic framework for European cooperation in education and training, ensuring alignment with national reforms and EU-wide ambitions.

Targeted challenges will be addressed through the Science, Technology, Engineering, and Mathematics (**STEM) Education Strategic Plan**, which will address persistent shortages of qualified STEM teachers, low attractiveness of STEM careers, gender disparities, and the need for stronger links between education and the labour market. In addition, the work will start on the preparation of the **EU Teachers and Trainers Agenda** that will support Member States in improving working conditions, training, and career development for educators.

DG EAC will also prepare a **2030 Roadmap on the future of digital education and skills** which will provide a concrete framework for digital education and skills up to 2030. As digital education and skills is a key component for both STEM, basic skills and green skills, the key performance indicator (**KPI**) will be focused on measuring progress and concrete implementation of the actions under the roadmap. The roadmap will also look at the technological developments like AI that are changing the way we learn, teach and develop knowledge.

Through the Erasmus+ programme, DG EAC will continue to promote inclusive, high-quality education and skills development in key areas such as STEM and digital, ensuring that individuals are equipped for life and to meet evolving labour market demands. This will enhance employability while strengthening Europe's capacity for innovation, productivity, and resilience amid green and digital transitions.

Erasmus+ and the European Solidarity Corps (ESC) programmes will also support projects that foster sustainability by enabling behavioural changes linked to personal choices, consumption, and lifestyles. This strategic alignment ensures that competitiveness is not only about economic performance but also about shaping a society that is skilled, adaptable, and future-oriented.

DG EAC steers policies and manages programmes that reinforce Europe's cutting-edge education and Europe's research talent pipeline and innovation ecosystems.

This is critical to competitiveness and societal resilience. Between 2025 and 2029, DG EAC will pursue this objective by strategically managing programmes that enhance research and innovation capacity, such as the **MSCA** and the **EIT**. Specifically, in the case of the former, its role is key in bringing science closer to society and schools to attract young minds into research for addressing societal challenges. The **KPI** of this specific objective is measuring the number of participants in research promotion initiatives, both among researchers and academia but critically also among schools.

Continuous support for partnerships for excellence – including the **European Universities Alliances** and **Erasmus+ Teacher Academies** – will play a vital role in developing world-class talent. These efforts will equip educators, researchers and innovators with the knowledge, experience, and skills needed to address complex global challenges. By fostering

talent and collaboration across education, research, and innovation, DG EAC will help drive a knowledge-based economy where competitiveness is underpinned by excellence, sustainability, and resilience.

General objective 3 - Supporting people, and strengthening our societies and our social models

Europe's social model is built on shared prosperity and fairness, as enshrined in the European Pillar of Social Rights. DG EAC advances this vision by empowering people through education, culture, youth, and sport. Yet recent crises have revealed persistent inequalities in access to quality learning, skills development, and cultural participation—threatening social cohesion and opportunity.

From 2025 to 2029, DG EAC will focus on inclusive, high-quality education and training, wider access to higher education, youth participation, lifelong learning, and stronger engagement in culture and sport. These efforts will promote fairness, resilience, and social cohesion—ensuring that everyone can thrive in Europe's green, digital, and knowledge-based future. In doing so, DG EAC will help sustain and enhance quality of life across Europe and support the EU's ambition to strengthen societies and invest in people.

DG EAC steers policies and manages programmes that support inclusive and quality education to empower young people's social engagement, and solidarity across the EU, strengthening intergenerational fairness and cohesion.

Between 2025 and 2029, its efforts will contribute to the revised Action Plan on the European Pillar of Social Rights and support the development of a future-proof European social model that safeguards fairness, opportunity, and wellbeing for all generations. DG EAC will also continue supporting the European Education Area through its second cycle (2026-2030), under the strategic framework for European cooperation in education and training. A key element of this vision, as well as an enabler of the Union of Skills, is the **Basic Skills Action Plan**, which will tackle declining levels in literacy, mathematics, science, digital, and citizenship skills. It will guide comprehensive measures targeting learners, educators, policymakers, parents, and communities – spanning from early childhood through all levels of schooling and adult education.

By promoting both formal and non-formal education through flagship programmes like **Erasmus+ and the European Solidarity Corps (ESC)**, DG EAC will empower young people to become active, informed, and responsible citizens. These initiatives will foster skills development, social inclusion, and a shared sense of belonging, laying the groundwork for resilient and united European societies.

Social inclusion is a key pillar of these policies and programmes. The number of Erasmus+ and ESC projects addressing the priority on inclusion will serve as a core KPI, highlighting inclusion as both a driver of social engagement and a foundational principle of the EU's social model.

Through forward-looking policies and innovative participation, the EU is preparing not only for future challenges - but for a fairer, more inclusive, and more united Europe across generations.

DG EAC will steer policies and manage a programme that safeguards and promotes cultural diversity and heritage, fostering sustainable and innovative cultural and creative sectors, contributing to the *Culture Compass for Europe*.

Between 2025 and 2029, DG EAC will play a pivotal role in supporting individuals and communities by promoting Europe's rich cultural diversity and heritage. Through strategic policymaking and targeted programme management, DG EAC ensures that the cultural and creative sectors remain dynamic, inclusive, and accessible, in particular to young people – supporting not only artistic innovation but also social cohesion.

The Creative Europe programme nurtures creative ecosystems that underpin a shared European identity and reinforce culture's role in advancing EU values and principles. The *Culture Compass for Europe* will further amplify these efforts by providing a strategic framework to unlock the full potential of culture as both an enabler and driver of broader EU policy' objectives – from social inclusion and competitiveness to global engagement. As a key component, **the KPI** will be measuring the number and scale of the transnational partnerships in the Culture Strand as the capacity of organisations active in the field. This is essential for transnational projects capacity building and quality deliverables in the field.

DG EAC develops policies and manages a programme to develop an effective European dimension of sport, promoting healthy lifestyles, social participation, while promoting and reinforcing an inclusive, competitive and values-based European Sport Model.

Over the period 2025-2029, DG EAC will work towards the overarching goal of supporting people and strengthening our societies and social models by harnessing the unifying and transformative power of sport. By developing a strong European dimension of sport and effectively managing programmes that promote inclusive, values-based participation, DG EAC will promote the development of healthier lifestyles, mutual respect, and active citizenship. The **KPI** will be focusing on measuring the partnerships in the field of sport as sport should become a tool not only for personal well-being but also for building stronger, more connected communities. In parallel, reinforcing the EU sport governance model ensures that these benefits are delivered in a fair, transparent, and sustainable way.

DG EAC will continue to support policies and manage programme funds on international cooperation in education, culture, youth and sport, and manage

programmes that enhance international partnerships, promote EU values and address shared global challenges ⁽¹⁾.

By promoting targeted international cooperation, DG EAC will directly support the Union of Skills' talent attraction objectives as well as advance the Global Gateway priorities. These efforts will enhance Europe's global competitiveness, accelerate skills development, and contribute to make Europe a global magnet for talent. DG EAC actions will be developed in line with the EU's enlargement agenda, preparing candidate and potential candidate countries for accession in the areas under its remit. At the same time, it will deepen cooperation with the Southern Neighbourhood through the New Pact for the Mediterranean. Effective management of major EU programmes – including Erasmus+, the ESC, Creative Europe, and the MSCA – will continue to deepen international partnerships. In 2025, DG EAC will finalise the association process with Switzerland to Erasmus+ (signature expected in November) and start the negotiations with the United Kingdom, following the recent agreement to work towards joining Erasmus+. Through education, culture, youth, and research cooperation, these initiatives will address global challenges such as climate change, inequality, and conflict, fostering collective action and sustained dialogue. Concretely the **KPI** will measure the number of capacity building partnerships in most of the above fields, i.e. education and training, youth and sport as these involve organisations from third countries. It will be complemented by other indicators.

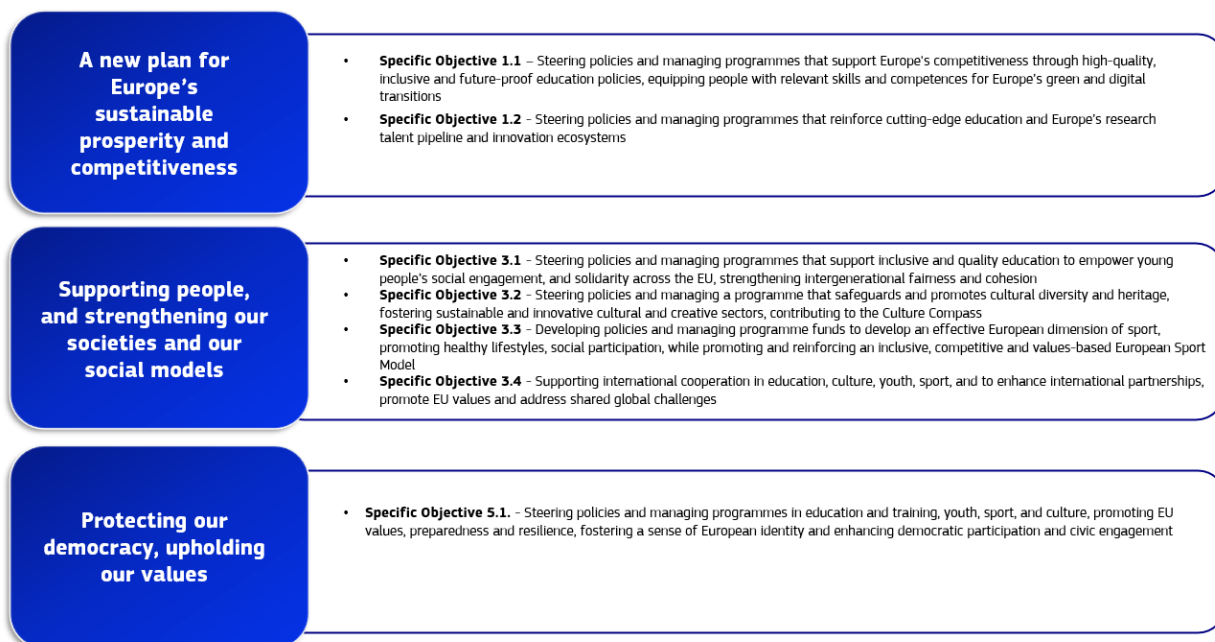
General objective 5 – Protecting our democracy, upholding our values

DG EAC steers policies and manages programmes in education and training, youth, sport, and culture, promoting EU values, preparedness and resilience, fostering a sense of European identity and enhancing democratic participation and civic engagement.

Between 2025 and 2029, DG EAC will contribute to strengthening democracy, active citizenship, intergenerational fairness, and the promotion of EU values by harnessing its flagship programmes in education, culture, youth, and sport. In doing so, it will help revitalise democratic institutions and foster resilient, inclusive communities rooted in shared European values. Democratic participation, civic engagement, inclusion, the fight against xenophobia and intolerance, intercultural dialogue, and cultural and linguistic diversity are central to the horizontal priorities of Erasmus+, the ESC, and Creative Europe. These principles are also embedded in DG EAC's policies across education and training, culture, and youth. Together, these programmes and policies have a lasting impact on citizens' lives—reinforcing the Union's core values, strengthening social cohesion, and deepening the sense of belonging across Europe.

⁽¹⁾ This Specific Objective is intrinsically serving also **General Objective 6: a Global Europe: leveraging our power and partnerships**. The international dimension of Erasmus+ and related policy dialogues are key components to leverage the EU's power and partnerships in the fields of education, youth, culture and sport.

The **KPI** will therefore focus on measuring development of such key aspects as a result of learning mobilities and as indicated by participants themselves.



Cross-cutting efforts – implementation and simplification agenda

According to the Communication on implementation and simplification ⁽²⁾, DG EAC will organise two implementation dialogues with stakeholders for Executive Vice-President (EVP) Mînzatu and Commissioner Micallef each year. Additionally, DG EAC will support the EVP as well as Commissioner Micallef on drafting the annual progress reports on enforcement and implementation. In 2025, the first implementation dialogue of EVP Mînzatu (3 June 2025) explored how to step up the implementation of the European Education Area to meet the evolving needs of our society, in line with the vision of the Union of Skills. Glenn Micallef, Commissioner for Intergenerational Fairness, Youth, Culture and Sport, plans to focus his first implementation dialogue (26 June) on youth influence on policymaking and the impact of EU funding of youth activities.

DG EAC has prepared a plan to simplify and rationalise the reporting requirements and reduce related burden on businesses and/or national administrations, without undermining the policy objectives nor compliance with the Financial Regulation. The plan includes/will include a list of concrete measures planned for 2025 and beyond to progress towards the goal of 25% reduction of such burden.

Following a significant reduction in the amount of information required in the Erasmus+ National Agencies' yearly reports for 2024 (18% reduction in the size of the main reporting

⁽²⁾ [A simpler and faster Europe: Communication on implementation and simplification](#)

template and 38% reduction in the number of reporting annexes), further simplification of reporting by National Agencies is being prepared for 2025, in particular: improvement of DG EAC tools to allow for a more automated retrieval of data thus allowing agencies to focus their contributions on actual analysis of programme implementation results and trends (rather than providing data, which will be more readily available to DG EAC and National Agencies).

Upon consultations within DG EAC, including programme stakeholders, it is planned to fully automate the extraction and filling out of all data needed in the context of the National Agencies (NAs) yearly reports exercise for 2025. In this regard, data will be prefilled in by DG EAC, and the 54 NAs ⁽³⁾ will no longer need to execute this task themselves.

Following consultations with E+ National Agencies, DG EAC is working on the development and launch of a multiple organisations' dashboard. Its purpose is to automate the process for National Agencies of checking whether an organisation has applied for multiple projects or not (currently done in Excel). This will be completed at Q4 2025 after testing and will be followed by a webinar to ensure that National Agencies learn how to properly use it.

⁽³⁾ entrusted with the implementation of the decentralised actions of the Erasmus+ programme

PART 2. Delivering on the Commission's priorities in 2025

This second part lists the main outputs and deliverables that each department plans to deliver (or has delivered) in 2025.

General Objective 1 - A new plan for Europe's sustainable prosperity and competitiveness

Specific Objective 1.1 – Steering policies and managing programmes that support Europe's competitiveness through high-quality, inclusive and future-proof education policies, equipping people with relevant skills and competences for Europe's green and digital transitions

2025 will be a pivotal year for aligning education and skills policies with Europe's strategic objectives. DG EAC's efforts, framed under the Union of Skills, will ensure that education remains a driver of transformation – empowering individuals, strengthening societies, and securing Europe's global position.

A major milestone will be the **Commission's Report on the interim evaluation (4) of the 2021-2030 strategic framework for European cooperation in education and training towards the European Education Area (EEA)**, to be published in the beginning of July. This Report, including the evaluation, will inform the Council's review of this framework, including possible adjustments to EU-level targets, governance structure, working methods and priority areas, for the second cycle 2026-2030.

In 2025, the focus will be on making the EEA and the Union of Skills work in synergy. This includes reforming the governance of the EEA and establishing the governance structures of the Skills Union, in alignment with each other.

DG EAC, and DG EMPL will establish the building stones of the Union of Skills governance that will ensure policy agility and evidence use through:

- The Establishment of a **European Skills High-Level Board**
- Support to the **European Skills Observatory**

(4) The policy evaluation of the EEA follows up on the 2021 Council Resolution on a strategic framework for European cooperation in education and training towards the EEA and beyond (2021-2030)^[1], which called for a Commission evaluation to be published in 2025. The Commission Report is a follow-up action to the 2020 Communication on achieving the European Education Area (EEA) by 2025 ([COM/2020/625 final](#)).

The governance of the Union of Skills, in particular the EU-27 Recommendation on human capital, will further reinforce links with the European Semester process.

In addition, closely linked with the broader competitiveness and socio-economic policy landscape, DG EAC will contribute to country-specific recommendations and monitor reforms and investments in education and culture under the **Recovery and Resilience Facility**.

On 3 June 2025, Executive Vice President Mînzatu dedicated her first **implementation dialogue** to the EEA, setting the tone for future actions that link education and training with wider EU priorities. The **European Education and Skills Summit** and the **Education and Training Monitor 2025** will further disseminate progress.

In 2025, strategic focus areas under this specific objective will be the following:

Advancing STEM for Strategic Autonomy: Key 2025 actions include:

- Formation of a European STEM Executive Panel for strategic guidance
- Launch of the ‘Girls go STEM’ initiative to attract more girls and women to STEM
- Preparations for the STEM Skills Foundries pilot (2026)

DG EAC will also adopt a **2030 Roadmap on the future of digital education and skills** which will build on the review of the Digital Education Action Plan and provide a concrete framework for digital education and skills up to 2030.

Scaling Up Micro-Credentials and Flexible Learning Pathways: With DG EMPL, DG EAC will accelerate the development of micro-credentials to support modular learning and upskilling. Key levers include the European Universities Alliances and the EU Skills Academies. These efforts will support green and digital transitions with a focus on accessibility and lifelong learning.

DG EAC will support the rollout of the **joint European degree label** via a ‘Policy Lab’. A key deliverable expected for 2026 will be guidelines for the concrete implementation of the joint European degree label in a coherent way across Europe. The first **European Degree Forum** planned in Q4 2025 will launch this work and announce calls for proposals for (1) European degree pathway projects, supporting Member States in the preparation of awarding the degree label, and (2) European degree exploratory actions, supporting institutions to develop joint study programmes meeting the criteria of the label. These are the first steps towards the establishment of the European Degree, following the March 2024 adoption of the Council Resolution on a joint European degree label and Council Recommendation on a European quality assurance and recognition system in higher education.

Supporting Educators: Educators remain critical to improving quality and skills provision through education. DG EAC will therefore:

- Address teachers' and academic staff' working conditions and career prospects through the Erasmus+ Teacher Academies and strengthen EU online teacher communities
- Lay the groundwork for the EU Teachers and Trainers Agenda (2026)
- Start the development of a European Competence Framework for Academic Staff (2026)

Following the Commission's mid-2025 proposal for the 2028–2034 MFF, DG EAC will furthermore be putting forward its vision for post-2027 Erasmus+ and European Solidarity Corps programmes.

Specific Objective 1.2 - Steering policies and managing programmes that reinforce cutting-edge education and Europe's research talent pipeline and innovation ecosystems

The **Marie Skłodowska-Curie Actions (MSCA)** will further foster research excellence and support researchers' career development. To further attract research talent, fight against the precarity of research careers and boost European competitiveness, a new **Choose Europe for Science pilot** will be launched in October with a EUR 22.5 million budget, building on MSCA's strengths in offering excellent working conditions and attracting talented researchers from Europe and beyond.

The MSCA will also allow an additional 49 researchers who fled Ukraine following Russia's war of aggression to continue their research in the EU and countries associated to Horizon Europe, bringing the total number of researchers supported under the **MSCA4Ukraine** initiative to 174, for EUR 35 million total budget. A third phase of MSCA4Ukraine will also start in May with a EUR 10 million budget and an emphasis on the reintegration of researchers in Ukraine when circumstances allow.

The MSCA will reach out to young people and schools through science communication events such as **Science is Wonderful!**, the **European Researchers' Night** in September, as well as Researchers at Schools initiatives throughout the year. The annual flagship MSCA Conference will also take place in September to develop recommendations on how academia can attract and retain the brightest minds and shape the future of research in Europe.

Under DG EAC's supervision, the **European Institute of Innovation and Technology (EIT)** fosters innovation ecosystems by linking entrepreneurial education with research and business, driving growth and addressing societal challenges. Its nine **Knowledge and Innovation Communities (KICs)** support innovation-driven growth, market uptake, start-ups, scale-ups, and entrepreneurial training.

The EIT strengthens human capital in research and innovation by accelerating training and upskilling, contributing to the **Union of Skills** with EU Skills Academies in key sectors like batteries, raw materials, solar, wind, and hydrogen under the **Net-Zero Industry Act**. By

2025, the EIT aims to train 1 million people through its **Deep Tech Talent Initiative (DTTI)**, fostering a talent pool to fuel European innovation and close skill gaps.

The EIT also advances the quality and competitiveness of European higher education through the ongoing **EIT HEI initiative**, enhancing research, technology transfer, and collaboration between higher education institutions and businesses.

General Objective 3 - Supporting people, and strengthening our societies and our social models

Specific Objective 3.1 - Steering policies and managing programmes that support inclusive and quality education to empower young people's social engagement, and solidarity across the EU, strengthening intergenerational fairness and cohesion

Strengthening Basic Skills from early years to secondary education is a key element of the Union of Skills. The **Action Plan on Basic Skills** will drive a coordinated approach to improve literacy, numeracy, science, digital, and citizenship competences. This level of skills is fundamental for navigating in today's societies. The plan will support the:

- Launch a **Basic Skills Support Scheme** for underachieving children, piloted with Member States;
- Curriculum and leadership development in early childhood education and care;
- Target the broader ecosystem: learners, educators, policymakers, parents, and communities.

DG EAC will support Member States in implementing key policy recommendations and reference tools. In 2025, it will:

- Promote exchange of good practices;
- Foster staff and learner mobility via Erasmus+;
- Expand online professional development opportunities for educators through digital education platforms.

As new technologies, including Artificial Intelligence, continue to reshape learning environments, DG EAC will provide guidance and capacity-building to ensure the ethical, critical, and confident use of AI in education by teachers, institutions, and learners.

In a significant development for 2025, DG EAC will lead the application of a "**Youth Check**" to relevant initiatives in the Commission Work Programme. This mechanism will ensure that youth perspectives are systematically integrated into EU policymaking. The process includes assessment of youth relevance, direct consultations with young people and an in-depth

analysis in selected cases through impact assessments and review by the Regulatory Scrutiny Board.

This tool will ensure that young people's concerns are addressed not only in youth-specific policies but across broader EU initiatives.

DG EAC will intensify efforts to **connect institutions with young citizens**, ensuring they are active co-creators of EU policies:

- The **EU Youth Stakeholders Group** (launched in March 2025) brings together national authorities, youth councils, and civil society organisations to support the Youth Check and strengthen youth inclusion.
- The **EU Youth Coordinator** will lead coordination efforts, building synergies with the Commission Youth Network of youth correspondents.
- The new **President's Youth Advisory Board** will provide direct input to the President on young people's concerns.
- **Youth Policy Dialogues** with Commissioners will foster a culture of ongoing engagement and accountability.

Together, these initiatives mark a systemic shift toward meaningful, structured youth participation at the heart of EU governance.

In 2025, DG EAC will launch work on a groundbreaking **EU Strategy on Intergenerational Fairness**, with adoption targeted for 2026. This work will be carried out in close collaboration with the Joint Research Centre (JRC) and will be informed by: *Participatory foresight methodologies*, *Scientific evidence on future challenges and opportunities* and a *European Citizens' Panel* on intergenerational fairness convening in autumn 2025. The strategy will map out how we can strengthen communication between generations and ensure that the interests of present and future generations are respected throughout the Union's policy and law making. To do so, an inclusive and participatory process across four phases has been launched, engaging a broad variety of citizens and stakeholders. The input gathered through this co-creation process and additional consultations, including the European Citizens' Panel, will inform the strategy. It will outline concrete action points to guide implementation in a whole-of-Commission approach. Three overarching areas of action have been identified: integrating long-term and intergenerational perspectives into governance; addressing complex societal challenges such as environmental justice, growing inequalities, responsible innovation, and lifelong learning; and empowering all generations through intergenerational initiatives, life-course approaches, and the anticipation of long-term, systemic impacts of short-term interventions.

Erasmus+ and the European Solidarity Corps (ESC) programmes will among others, foster the development of basic skills, a culture of solidarity, care and understanding among citizens, especially the youngest generations, which is also essential to build social cohesion and take action against exclusion, discrimination and violence. Non-formal and informal learning and training activities are essential to reduce social divergences, preventing

intolerance among youth and promoting common values. By reaching out to more people with fewer opportunities, the programme will carry on with breaking down barriers and providing equal access to opportunities that enhance EU values and knowledge, thereby contributing to create a broader engagement and a more cohesive and inclusive society.

Erasmus+ and the ESC will continue to empower young people – especially those with fewer opportunities – to engage in solidarity actions, strengthen social cohesion, and actively shape Europe’s future.

Specific Objective 3.2 - Steering policies and managing a programme that safeguards and promotes cultural diversity and heritage, fostering sustainable and innovative cultural and creative sectors, contributing to the Culture Compass

In 2025, DG EAC will spearhead the development of a new **Culture Compass for Europe** – an overarching strategic framework to recognise and harness culture’s contribution to the EU’s social, economic, and international priorities. Following extensive consultations with stakeholders, a Commission Communication and a proposal for a Joint Declaration with the European Parliament and Council are planned by November 2025, establishing shared principles for cultural policy cooperation at EU level.

Under the **EU Work Plan for Culture 2023-2026**, DG EAC will advance coordination with Member States, with four expert groups delivering policy recommendations on culture and health, greening the cultural and creative industries, governance of international cultural relations, and the evolving roles of libraries. A dedicated study on improving the discoverability of European cultural content online will also be concluded by the end of 2025.

Work will continue on improving working conditions, career opportunities and social protection for **artists and cultural professionals**, in cooperation with DG EMPL, while **strengthening data collection** on the cultural and creative sectors together with Eurostat.

Recognising the disruptive impact of new digital technologies, DG EAC will shape a targeted EU policy approach on **AI in culture**, organising a sector-specific consultation in 2025 on AI’s use cases, risks, and opportunities in cultural and creative sectors.

The **Creative Europe programme** will continue fostering cross-border cultural cooperation, social inclusion, and societal resilience, integrating digital and green objectives, with targeted support for people with disabilities, minorities, and marginalised groups. It will support intercultural dialogue through culture.

Specific Objective 3.3 – Developing policies and managing programme funds to develop an effective European dimension of sport, promoting healthy lifestyles, social participation, while promoting and reinforcing an inclusive, competitive and values-based European Sport Model

In 2025, DG EAC will continue to promote the European dimension of sport, reflecting the importance of the role of sport as an anchor in society from an education and social perspective, thus fostering sport's increasingly valuable role as a European asset – economically, socially, politically and culturally.

The action of DG EAC will be driven by the Political Guidelines set in the mission letter of Commissioner Glenn Micallef, as well as the priorities set out in the EU Work Plan for Sport 2024-2027.

DG EAC will intensify the **consultations with sport stakeholders** in preparation of the Communication on *A Strategic Vision for Sport in Europe: Reinforcing the European Sport Model*.

In spring 2025, DG EAC will organise its annual **EU Sport Forum**. The event will gather more than 400 sport stakeholders across Europe to discuss key sport topics, such as sport governance, athletes' rights and wellbeing, AI in sport, the role of sport in education and in the context of enlargement.

The #BeActive campaign and the **European Week of Sport (EWOs)** will raise citizens' awareness of the joy and benefits of sport. 2025 will mark the 10th anniversary of the EWOs and be an occasion to promote the contribution of sport and physical activity to enhance physical and mental health.

2025 will see the launch of the new **#BeActive EU Sport Awards**, combining the previous **#BeInclusive EU Sport Awards** and **#BeActive Awards** into a single, more prominent event, allowing us also to increase the prizes offered to better support sport organisations.

Throughout 2025, DG EAC will continue its work with the World Health Organisation and Member States in view of preparing a proposal for a review of the Council Recommendation on **Health-Enhancing Physical Activity (HEPA)**.

DG EAC will support Member States in the organisation of two expert groups (OMC groups) on 'Promoting athletes' rights within the context of good governance in sport' and 'Fight against hate speech in sport'.

The **Erasmus+ sport** programme remains the pivotal instrument to boost sport's inclusive and values-based role, including at the grassroots sport and the international level. It plays a pivotal role in promoting sport and physical activity across Europe through various initiatives designed to tackle societal and sport-related challenges. Erasmus+ sport cooperation partnerships, capacity building and sport events will enable organisations to develop and implement joint activities focused on addressing sport policy priorities such as promoting

sport and physical activity for all, addressing threats to the integrity of sport, supporting dual careers for athletes, improving governance, fostering tolerance and social inclusion, etc.

Specific Objective 3.4 - Supporting international cooperation in education, culture, youth, sport, and to enhance international partnerships, promote EU values and address shared global challenges

In 2025, DG EAC will reinforce its role in **EU enlargement**, with a sharp focus on Ukraine, Moldova and the Western Balkans. It will actively engage in sub-committee meetings, the Chapter 26 screening process; it will support the implementation of the priorities under the Western Balkans and Moldova's Growth Plan and the Ukraine Facility.

For **Ukraine**, a third batch of printed textbooks for children will be launched via Erasmus+. Supporting Ukraine's cultural and creative sectors remains a priority, with new calls under the 2025 Creative Europe Annual Work Programme, including for post-war recovery preparation. DG EAC will also collect and share good practice with Ukraine to inform their efforts to establish a cultural heritage fund.

In the **cultural field**, DG EAC will publish a study on cultural heritage fund in Europe. Besides, regional projects in the Western Balkans – including the Cultural Cooperation project with UNESCO and the European Heritage Hub – will strengthen regional ties.

DG EAC will contribute to preparing **Ministerial meetings and Summits with Western Balkan, Mediterranean, Indian and African partners**, including the first-ever Union for the Mediterranean Ministerial Meeting on Higher Education planned for 2026. DG EAC will also represent the EU in **G20** strands on education and culture and lead "**Study in Europe**" initiatives, including in the US and Colombia.

Youth will remain a core priority, with the preparation of the **4th European Youth Work Convention** on 27-29 May 2025 in Malta with 500 participants, including from non-EU countries. DG EAC will also foster **international cooperation in sports**, including through the European Week of Sport Beyond Borders, engaging Western Balkans and Eastern Neighbourhood partners.

The **international dimension of Erasmus+** will continue to be the EU's main financial tool for cooperation in education, youth, and sport through International Credit Mobility, Erasmus Mundus Joint Master's and capacity building. By promoting excellence in teaching and research in EU studies both in Europe and worldwide, the **Jean Monnet Actions in higher education** represent a powerful soft diplomacy tool that allows for fostering academic debates and exchange of best practices on values and democracy around the world. Under Horizon Europe, the **Marie Skłodowska-Curie Actions (MSCA)** will uphold their position as the EU's most international research programme, with 40% of fellows from outside the EU. A new coordination and support action will broaden MSCA's global outreach. **Creative Europe**

will foster transnational cultural cooperation, support the mobility of creative professionals, and contribute to the EU's global cultural diplomacy through its projects.

General Objective 5 - Protecting our democracy, upholding our values

Specific Objective 5.1 - Steering policies and managing programmes in education and training, youth, sport, and culture, promoting EU values, preparedness and resilience, fostering a sense of European identity and enhancing democratic participation and civic engagement

In 2025, DG EAC will continue to drive policies on culture, digital and media literacy and citizenship education— essential to building resilient and democratic societies. These priorities will underpin democratic participation and civic engagement in the years ahead.

DG EAC will also assess the feasibility of setting EU-level targets and a competence framework for **active and democratic citizenship education**, complemented by possible guidelines on methodology, content, and teacher training. In addition, work has started on the revision of the 2022 Guidelines for teachers and educators on **tackling disinformation and promoting digital literacy** under the Digital Education Action Plan, through a dedicated working group under the Digital Education Hub. The kick-off meeting took place in late March 2025 and the Guidelines will be finalised by the end of 2025.

Erasmus+ and the ESC will further support critical thinking, media literacy, and active citizenship education, thereby contributing to strengthening education systems with resources and exchanges with a view to better equipping learners for democratic life. Through cooperation and exchanges of good practices, it will keep providing the education and training systems with resources to better embed citizenship education and develop all skills needed, across lifelong learning, to participate actively and responsibly in our societies. By reaching out to more people with fewer opportunities, the programme will carry on with breaking down barriers and **providing equal access to opportunities that enhance EU values and knowledge**, thereby contributing to create a broader engagement and a more cohesive and inclusive society.

Youth participation actions under Erasmus+ Youth aim at empowering young people, fostering and **facilitating their participation in Europe's democratic life at local, regional, national and European level**. In the ESC, the Solidarity projects are bottom-up local solidarity activities set up and carried out by a group of young people with a view to addressing key challenges within their communities.

Erasmus+ **Jean Monnet Actions** will continue to promote excellence in teaching and research on the EU and to foster understanding of European integration, thereby helping to

foster EU critical thinking among young generations, and to reinforce the importance of promoting democracy and European values.

Creative Europe will support intercultural dialogue and democratic participation through culture. In 2025, Creative Europe will issue calls for European Cooperation Projects, Circulation of European Literary Works, and a new Day of European Authors. Building on strong interest in the Living Spaces peer-learning initiative, a second edition will be launched, open to all Creative Europe countries, including Ukraine. Creative Europe will also support high-visibility actions including the 40th anniversary of the **European Capitals of Culture**, the **European Heritage Label**, and **European prizes** promoting artistic excellence and cultural diversity.

PART 3. A modern and sustainable public administration: outputs in 2025

The internal control framework supports sound management and decision-making. In particular, it ensures that risks to the achievement of objectives are addressed 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 this internal control system will be assessed on an ongoing basis throughout the year and will be subject to an annual assessment covering all internal control principles.

A. Human resource management

DG EAC's HR will focus on implementing the Commission's HR strategy and corporate policies, in close cooperation with internal communication. With the new Commission, HR will support the Director-General's call to reflect on how to make DG EAC more effective and efficient in delivering political priorities.

Despite high workload and no additional resources, the HR team will continue advising senior management on resource planning, while prioritising staff well-being and engagement. Actions based on the 2023 staff survey, in which DG EAC's staff engagement stood at 75% – such as team presentations and staff exchanges – will continue in 2025. Staff will be encouraged to participate in the upcoming Commission-wide survey.

DG EAC will support the Commission's Diversity and Inclusion strategy, maintaining gender balance in management and extending monitoring to executive agencies. Balanced first appointments at middle management will remain a focus, building on the last years' achievements. On 1 December 2024, 53% of DG EAC's middle-managers were female.

Full attention will be given to implementing corporate HR initiatives like the Management Development and Junior Professional Programmes. Strategic use of the learning and development budget will aid talent and staff development.

B. Digital transformation and data management

Digital Transformation through IT Modules implementing EAC programmes

In 2025, DG EAC began a new phase of digital transformation, building on recent achievements to prepare for the next generation of programmes under the post-2027 Multiannual Financial Framework (MFF).

A central pillar of this effort is the Data First Initiative, which promotes a data-centric design and strategy. The goal is to enhance the quality, accessibility, and reliability of data across systems, with the support of the “EAC Data Synergy Group”.

To support this transformation, DG EAC will continue investing in Reusable Solutions Platform (RSP) and other standard technologies endorsed by DIGIT. It will prioritise the collection and implementation of non-functional requirements, focusing on improvements to the architecture itself, such as:

- Enhancing the **modularity** and flexibility of the system architecture,
- Improving the **scalability and performance** of the system,
- Strengthening the **IT security and resilience** of the system.
- Optimizing the **data management** for more efficient data processing and analytics,
- The **Cloud Journey**, focusing on integrating and migrating key applications to modern cloud environments. This shift will improve performance, resilience, scalability, and long-term sustainability. As captured by the Digital Commission Dashboard, in 2024, DG EAC had already 30% of its systems using cloud infrastructure.

DG EAC’s IT Work-Plan sets 2025-2026 as a dedicated window for preparation, design, and planning, with 2027 targeted for full implementation of the modernised application landscape. Throughout this period, DG EAC remains committed to core operational continuity, ensuring the uninterrupted delivery of essential IT services that support daily operations and critical programme delivery.

Regarding Cybersecurity, DG EAC is committed to actively implement the actions outlined in the EC Cybersecurity Strategy for 2025 and 2026. DG EAC will maintain its focus on improving compliance with Corporate IT Security Priority Controls and will review and update the IT security plans every two years. Recognizing the importance of the human dimension in cybersecurity, DG EAC is determined to continue raising awareness among its staff. DG EAC will therefore actively leverage the corporate training offerings and will organise dedicated events (e.g. DIGIT cybersecurity roadshow).

In line with EAC IT governance practices, 2025 DG EAC will continue enforcing the corporate IT governance provisions and will regularly update the IT Portfolio management systems (GovIS2). In addition, as per the new Digital-Ready Policymaking (DRPM) Framework, DG EAC will bring together multidisciplinary teams to support policy units in assessing the digital aspects of new policy proposals.

Finally, digital skills are essential for successful digital transformation, and DG EAC will continue to strongly promote the corporate IT training offerings via EAC intranet, EAC welcome package but also by organising dedicated *EAC sharing sessions*. The target is that at least 25% of staff members follow one IT training session, taking the 2023 rate as a baseline (the 2024 figure recorded in the Digital Commission Dashboard of 39% staff participation in IT

training is not representative as this number was significantly boosted by the mandatory SUMMA trainings during its roll-out).

Data, information and knowledge management

As digital technologies continue to reshape Commission operations, DG EAC recognises that data is a strategic asset to be leveraged throughout the entire policy and programme lifecycle – from design and delivery to monitoring and evaluation. In 2025, DG EAC will launch its first integrated Data and AI Strategy, aiming to transform the way data is governed, used and valorised for policy and implementation excellence. DG EAC’s current maturity in corporate data governance (baseline 2024) stands at ‘Established’ overall, with ‘Developing’ in Data Management, and ‘Established’ in Ownership & Responsibilities, and Data Quality. To reach ‘Advanced’ maturity by 2029, EAC will immediately implement concrete measures across the four pillars starting in 2025:

- **Data Management:** A modern, secure, and modular EAC-wide data platform will be rolled out in 2025, consolidating core datasets across decentralised actions (e.g. Erasmus+), centralised projects, financial data, and policy data, including metadata. It will support the development of reusable data products, automated reporting pipelines, and advanced analytics features for strategic dashboards and evaluations. All metadata will follow the corporate Metadata Quality Assurance (MQA) methodology.
- **Ownership & Responsibilities:** In Q3 2025, EAC will formalise its updated Data Governance Framework, clarifying and raising awareness on data stewardship roles and responsibilities. This will be done in close cooperation with EACEA, under the revised cooperation understanding on data governance and analytics reached in 2024, ensuring alignment and shared accountability across implementation modes.
- **Data Quality:** An integrated Data Quality Dashboard and scorecard will be implemented for key performance indicators, feeding into performance frameworks and evaluations. EAC will also initiate a systematic review of data acquisition processes from Member States and external partners to ensure integrity and coherence.
- **Data Skills:** EAC will scale up its data and AI literacy programme, including at least four capacity-building sessions in 2025 on topics such as data storytelling, evaluation-ready data preparation, and AI use cases. Special attention will be paid to upskilling both headquarters and decentralised actors, such as National Agencies and EACEA staff.

DG EAC will continue advancing responsible AI integration, ensuring compliance with the Commission’s framework for Sensitive Non-Classified (SNC) data in AI systems and the AI@EC guidance. AI-enabled analytics pilots will be subject to specific risk assessments, traceability measures, and role-based access controls.

The **Data Management Committee**, with its expanded mandate covering AI governance, will oversee the implementation of these changes. Two formal committee meetings are foreseen in 2025 to track progress, address compliance issues, and ensure alignment with Commission-wide digital transformation goals. Through these actions, DG EAC will consolidate

a **secure, interoperable, and insight-driven data ecosystem**, improve operational efficiency, enhance MFF reporting, and support **evidence-based policymaking and communication** on programme achievements.

Further, DG EAC will continue to work on data literacy and visualisation using data storytelling to support communication on the programmes' performance. EAC will also continue its seamless cooperation with EACEA ⁽⁵⁾ and RTD in the data analytics sphere, enabling a fully integrated data and performance governance on its programmes, regardless of the implementing mode.

Data protection

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

The inventory of agreements with external processors (contracts with service providers and contribution agreements with National Agencies) will be updated regularly (once every six months). The updated procedure for data subject rights (approved by the DSC) will be used together with the corporate templates.

A baseline value of 90% was assigned for the compliance indicator in 2024. This was calculated as: percentage of staff trained on data protection compliance (100% as a result of dissemination by the data protection correspondents to the unit staff) combined with the percentage of public records of processing operations reviewed within the last two years (80% since the review of some records has not been finalised yet).

C. Sound financial management

DG EAC will seek to maintain its error rate below 2%, in line with the current baseline of 1%, via its control strategy which combines coverage-based checks, a common representative sample and risk-based selections, as well as a single audit process via the Independent Audit Bodies and National Authorities who supervise the National Agencies.

In 2025, DG EAC will continue working towards a "cruising speed" full implementation of SUMMA and other corporate financial management tools, such as eProcurement or ABAC Assets. The tools are still under development and improving gradually; DG EAC will focus on adjusting the financial workflows and procedures to the new environment. During 2025 the financial reporting system needs to be recreated, as the underlying data structure changed

⁽⁵⁾ EACEA uses EAC's data analytics infrastructure and governance framework, developments being operated using common methodologies (data decisions validated at EAC's Data Management Committee).

after the introduction of the new tools. The accounting control plan needs to be redesigned as well. In this changing context, DG EAC will also continue working with central services and other DGs to find the adequate combination of corporate tools, in particular to fill functional gaps in the financial software related to indirect management, which would allow it to manage its operations with National Agencies more efficiently.

Supervision of the executive agencies REA and EACEA as well as the EIT will be implemented in line with the memoranda of understanding established in 2023 (for EACEA and REA) and 2022 (for EIT respectively). Continued special attention will be given to further build capacity of the EACEA and the National Agencies on monitoring the respect of EU values in grants implementation. DG EAC works closely with the Legal Service and DG BUDG to make the necessary adjustments to the existing administrative framework to give better prominence to the aspect of respect and promotion of EU values during the evaluation of project proposals under direct and indirect management. Regarding projects, DG EAC is analysing the appropriate measures to be taken to safeguard the principle of respect of EU values, including trainings for concerned colleagues.

D. Fraud risk management

In line with the Commission Anti-Fraud Strategy (CAFS) and its revised action plan, DG EAC adopted on 21 November 2024 an updated Anti-Fraud Strategy 2025-2027 ⁽⁶⁾ which includes a revised action plan to take account of the control strategy for the 2021-2027 programmes. The revised action plan emphasises greater business intelligence and risk assessment regarding beneficiary profiles. More specifically, one of the action points aims at developing a reporting tool to identify links between organisations and individuals. The tool will not only help DG EAC in detecting and preventing fraud, but it will also allow detection of organisations that were specifically created to circumvent DG EAC's recently imposed restriction on the number of applications per Call year. The first meetings have been planned and the development of the tool is expected by the end of 2025. In addition, DG EAC will update the reference documents to include EU values and other emerging issues, to provide a clear legal basis for action in the case of risk or damage to the EU budget. DG EAC will contribute to the implementation of the CAFS action Plan, and will continue its cooperation with OLAF, notably by participating to the Fraud Prevention and Detection Network meetings.

E. Sound environmental management

DG EAC continues to promote sustainable travel for daily commuting and official missions, as well as the greening of both internal and external events organised by the Directorate-General. Additionally, EMAS-related communications from central services will be

⁽⁶⁾ [Ares\(2024\)8721281](#)

shared with staff through the intranet and DG EAC participates in BEST action each year. Other EMAS related activities will be limited to awareness raising.

To support further the decrease of emissions from staff professional travel, DC EAC will actively promote the recommendations of the [new Guide to Missions](#) (adopted on 13/05/2025):

- A mission should be **duly justified**
- Avoid recurrent in-person meetings
- Limit the number of staff travelling to the same meeting/event (need for derogation above 3 participants per mission; and coordination across DGs for large scale events)
- Encourage the use of train **below 550 km**
- Encourage the use of overnight trains (savings on accommodation costs should be taken into account)
- The greener alternative should be favoured **up to +40%** of the price of an airplane ticket
- Favour **direct flights**; prefer **premium economy** to business class for long distances

ANNEX 1: Specific objectives and result indicators 2025-2029

General objective 1: A new plan for Europe’s sustainable prosperity and competitiveness

Specific Objective 1.1: Steering policies and managing programmes that support Europe's competitiveness through high-quality, inclusive and future-proof education policies, equipping people with relevant skills and competences for Europe’s green and digital transitions.

Related to programme(s): Erasmus+

Result indicator 1.1.1 Implementation of the 2030 Roadmap on the future digital education and skills

Explanation: This indicator measures the level of implementation of the set of actions under the 2030 Roadmap on the future digital education and skills, which builds on the DEAP 2021-2027

Source of data: [Source required]

This result indicator is selected as a KPI

Baseline (2025)	Interim milestone (2027)	Target (2029)
10% of EAC-led initiatives launched	50% of EAC-led initiatives launched	80% of EAC-led initiatives implemented

Result indicator 1.1.2 Implementation of actions under the STEM Education Strategic Plan

Explanation: This indicator measures the level of implementation of the set of actions under the STEM Education Strategic Plan

Source of data: DG EAC

Baseline (2025)	Interim milestone (2027)	Target (2029)
20% of EAC-led initiatives launched	70% EAC-led initiatives launched	100% implemented

Result indicator 1.1.3 Share of participants in learning mobility that consider they have learnt about new and useful ways to apply digital technologies and/or are eager to use them in their study or work

Explanation: Participants declaring positive answers to questions in participant reports following mobility activities in Erasmus+

Source of data: DG EAC

Baseline (2024)	Interim milestone (2027)	Target (2029)
31%	31%	TBD Post MFF 2021-2027

Result indicator 1.1.4 Share of projects addressing climate objectives.

Explanation: This data is for projects in Erasmus+ Key Action 2 – Cooperation among organisations and institutions. Data is captured at the grant application stage, based on applicants' selection of the climate programme priority and/or climate topics.

Source of data: DG EAC

Baseline (2024)	Interim milestone (2027)	Target (2029)
25%	25%	TBD Post MFF 2021-2027

Result indicator 1.1.5 Share of cooperation projects addressing digital transformation.

Explanation: This data is for projects in Erasmus+ Key Action 2 – Cooperation among organisations and institutions. Data is captured at the grant application stage, based on applicants' selection of the digital transformation programme priority and/or digital topics.

Source of data: DG EAC

Baseline (2024)	Interim milestone (2027)	Target (2029)
35%	45%	TBD Post MFF 2021-2027

Specific Objective 1.2: Steering policies and managing programmes that reinforce cutting-edge education and Europe’s research talent pipeline and innovation ecosystems.

Related to programme(s): Erasmus+, MSCA, EIT

Result indicator 1.2.1 Number of participants in research promotion initiatives, bringing science closer to society and schools

Explanation: Number of participants in research promotion initiatives, bringing science closer to society and schools

Source of data: DG EAC

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
4 000 (Science is Wonderful!) 1.5 million (European Researchers' Night)	12 000 (Science is Wonderful!) 4 million (European Researchers' Night)	TBD Post MFF 2021-2027 TBD Post MFF 2021-2027

Result indicator 1.2.2 Cross-sector and cross-country circulation of researchers (MSCA)

Explanation: This indicator measures the cumulative number of researchers, including doctoral candidates, funded under the Marie Skłodowska-Curie Actions (MSCA) since 2021

Source of data: Corda

Baseline (2024)	Interim milestone (estimation based on the budget available for the Call year)			Target (2029)
	(2025)	(2026)	(2027)	
Number of researchers: 8 307 Number of doctoral candidates 3 897	17 500 41 500	21 200 50 400	25 000 60 000	TBD Post MFF 2021-2027 TBD Post MFF 2021-2027

General objective 3: Supporting people, and strengthening our societies and our social models

Specific Objective 3.1: Steering policies and managing programmes that support inclusive and quality education to empower young people’s social engagement, and solidarity across the EU, strengthening intergenerational fairness and cohesion.

Related to programme(s): Erasmus+ Education, Erasmus+ Youth, European Solidarity Corps

Result indicator 3.1.1 Share of projects addressing inclusion and diversity

Explanation: This indicator will also be feeding into the Preparedness Union Strategy. This data is captured at the grant application stage, based on applicants selecting the Programme priority or topics within the category of Inclusion and Diversity for projects in Erasmus+ involving cooperation among organisations and institutions and European Solidarity Corps projects

Source of data: Erasmus+ and ESC

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
Erasmus+ 40%	40%	TBD Post MFF 2021-2027
ESC: 72%	72%	TBD Post MFF 2021-2027

Result indicator 3.1.2 Number of people with fewer opportunities in learning mobility and volunteering/solidarity activities.

Explanation: Measure the tangible impact of programmes on social inclusion within communities. This data is captured for E+ and ESC participants answering favourably to questions on social dimension and inclusion in the participant report following a relevant activity.

Source of data: Erasmus+ and ESC Programme Performance Statements

Baseline (2024)	Interim milestone (2027)	Target (2029)
Erasmus+ 197 874	1 185 427	TBD Post MFF 2021-2027
ESC 8 600	6 820	TBD Post MFF 2021-2027

Result indicator 3.1.3 Implementation of actions under the Basic Skills Action Plan

Explanation: This indicator measures the level of implementation of the set of actions under the 2025 Basic Skills Action Plan

Source of data: DG EAC

Baseline (2025)	Interim milestone (2027)	Target (2029)
25% of EAC-led initiatives launched	100% of EAC-led initiatives launched	100% implemented

Specific Objective 3.2: Steering policies and managing a programme that safeguards and promotes cultural diversity and heritage, fostering sustainable and innovative cultural and creative sectors, contributing to the Culture Compass.

Related to programme(s): Creative Europe: Culture

Result indicator 3.2.1 Number and scale of transnational partnerships in the Culture strand

Explanation: The indicator incorporates data from the European Cooperation Projects and the Circulation of European Literary Works action

Source of data: EACEA

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
Partnerships 166	150	TBD Post MFF 2021-2027
Organisations 790	876	TBD Post MFF 2021-2027

Result indicator 3.2.2 Number of projects supported by the Programme addressed to socially marginalised groups

Explanation: COOP projects for which the applicant has clicked “social cohesion” (from 2022 “social inclusion”) as a first or second priority in their application form will be counted.

Source of data: DG EAC - Programme performance Statements

Baseline (2024)	Interim milestone (2027)	Target (2029)
91	42	TBD Post MFF 2021-2027

Specific Objective 3.3: Developing policies and managing programme funds to develop an effective European dimension of sport, promoting healthy lifestyles, social participation, while promoting and reinforcing an inclusive, competitive and values-based European Sport Model

Related to programme(s): Erasmus+ Sport

Result indicator 3.3.1 Number of partnerships in the field of sport.

Explanation: Number of partnerships in the field of sport under the Erasmus+ programme.

Source of data: Erasmus+

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
102	110	TBD Post MFF 2021-2027

Result indicator 3.3.2 Number of projects submitted to the #BeActive EU Sport Awards

Explanation: This indicator measures the number of projects submitted to the #BeActive EU Sport Awards

Source of data: European Commission, DG EAC

Baseline (2024)	Interim milestone (2027)	Target (2029)
128	140	200

Result indicator 3.3.3 Outreach of the European Week of Sport

Explanation: This indicator measures the number of participants, events and countries taking part in the European Week of Sport

Source of data: European Commission, DG EAC

Baseline (2024)	Interim milestone (2027)	Target (2029)
Participants: 15 million Events: 50 000 Countries: 39	Participants: 18 million Events: 52 000 Countries: 39	Participants: 20 million Events: 55 000 Countries: 39

Specific Objective 3.4: Supporting international cooperation in education, culture, youth, sport, and to enhance international partnerships, promote EU values and address shared global challenges.

Related to programme(s): International

Result indicator 3.4.1 Number of capacity building partnerships in education and training, youth and sport

Explanation: Counting projects involved in Partnerships aiming at capacity building involving partners from third countries.

Source of data: DG EAC (EACEA)

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
270	281	TBD Post MFF 2021-2027

Result indicator 3.4.2 Number of organisations from third countries not associated to the programme, participating in capacity building partnerships in the international dimension of Erasmus+

Explanation: Counting organisations from third countries not associated to the programme, both as unique participants and as instances of participation, involved in capacity building partnerships

Source of data: DG EAC (EACEA)

Baseline (2024)	Interim milestone (2027)	Target (2029)
Unique participants – 1 345	Unique participants – 1 400	TBD Post MFF 2021-2027
Instances of participation – 1 722	Instances of participation – 1 800	TBD Post MFF 2021-2027

Result indicator 3.4.3 Number of international mobility for staff and learners

Explanation: This indicator measures the number of international mobility for staff and learners under Erasmus+ indirect management and Erasmus Mundus

Source of data: DG EAC (EACEA)

Baseline (2024)	Interim milestone (2027) ⁽⁷⁾	Target (2029)
Staff: 27 090	25 000	TBD Post MFF 2021-2027
Learners: 25 269	25 000	TBD Post MFF 2021-2027
Erasmus Mundus 2 765	2 800	TBD Post MFF 2021-2027

(7) Due to the mid-term review of the multiannual indicative programme (MIP) for the external dimension of the Erasmus+ Programme, the total allocation for 2021-2027 was reduced by 6%. As the result, the International Credit Mobility (ICM) budget was reduced by EUR 35.5 million for a 2025-2027 implementation period.

Result indicator 3.4.4 Number of projects involving organisations from third countries in the Culture strand of the Creative Europe Programme

Explanation: Partnerships under the Culture strand of the Creative Europe programme formed with third country organisations in projects. (Third country could be participating and non-participating countries)

Source of data: DG EAC (EACEA)

Baseline (2024)	Interim milestone (2027)	Target (2029)
58	82	TBD Post MFF 2021-2027

General objective 5: Protecting our democracy, upholding our values

Specific Objective 5.1: Steering policies and managing programmes in education and training, youth, sport, and culture, promoting EU values, preparedness and resilience, fostering a sense of European identity and enhancing democratic participation and civic engagement

Related to programme(s): Erasmus+, European Solidarity Corps, Creative Europe

Result indicator 5.1.1 Share of projects addressing participation and civic engagement

Explanation: This data is for projects in Erasmus+ Key Action 2 – Cooperation among organisations and institutions. Data is captured at the grant application stage, based on applicants' selection of the programme priority and/or associated topics.

Source of data: DG EAC

This result indicator is selected as a KPI

Baseline (2024)	Interim milestone (2027)	Target (2029)
26%	26%	TBD Post MFF 2021-2027

Result indicator 5.1.2 Share of participants in learning mobility that consider they have learnt more about Europe, the European Union and European values and/or are more interested in participating in elections, in other democratic processes, and in the life of their local community

Explanation: This indicator measures total participants of Erasmus+ declaring positive answers to questions in participant reports, following relevant activities to demonstrate the Programmes' contribution to the objective.

Source of data: DG EAC

Baseline (2024)	Interim milestone (2027)	Target (2029)
39%	39%	TBD Post MFF 2021-2027

Result indicator 5.1.3 Share of participants that consider they increased their participation in democratic life and in society in general

Explanation: This indicator measures total participants of European Solidarity Corps declaring positive answers to questions in participant reports, following relevant activities to demonstrate the Programmes' contribution to the objective.

Source of data: DG EAC

Baseline (2024)	Interim milestone (2027)	Target (2029)
31.5%	32%	TBD Post MFF 2021-2027

ANNEX 2: Performance tables – delivering on Commission priorities in 2025

<p>General objective 1: A new plan for Europe’s sustainable prosperity and competitiveness</p> <p><i>Specific Objective 1.1: Steering policies and managing programmes that support Europe's competitiveness through high-quality, inclusive and future-proof education policies, equipping people with relevant skills and competences for Europe’s green and digital transition.</i></p> <p><i>Related to programme(s): Erasmus+</i></p>		
<p>Main outputs in 2025:</p>		
<p>New policy initiatives</p>		
Output	Indicator	Target
STEM Education Strategic Plan	Adoption of STEM Plan	Q1 2025
	Number of initiatives launched	20% in 2025
Adoption of the 2030 Roadmap on the future of digital education and skills	Adoption – 2030 Roadmap	100% adopted in Q4 2025
Set up a European STEM Executive Panel at top business/political/administrative level	Executive Panel Set up	Q4 2025
Advance women in STEM and inspire future innovators	Launch a new ‘Girls go STEM’ initiative	Q3 2025
<p>Evaluations and fitness checks – part of the stress testing of the EU acquis</p>		
Output	Indicator	Target
Erasmus+ Final evaluation 2014-2020 and interim evaluation 2021-2027	Publication of final evaluation report	September 2025
EEA interim evaluation	Publication of evaluation report	July 2025
<p>Implementation dialogues and reality checks</p>		
Output	Indicator	Target
Implementation dialogue on the European Education Area	Event organised	3 June 2025
<p>Major public consultations</p>		
Output	Indicator	Target
EU Teachers and Trainers Agenda	Call for Evidence	Q3 2025
	Targeted stakeholder consultations	Q4 2025

Output	Indicator	Target
Major implementation activities and enforcement actions		
Output	Indicator	Target
Erasmus+ 2025 Annual work programme	Adoption of implementing act	Adopted
Erasmus+ Annual Report 2023	Number of report downloads from the OP website	2 500
Erasmus+ Annual Report 2024	E+ Report Publication	Q4 2025
2023 discharge process	Acceptance of 2023 discharge	Q4 2025
Organisation of National Contact Point meetings	Number of meetings	2
Erasmus+ 2025 Annual work programme review	Review of implemented act	Q1 2025
Programme guide and general call 2026	Publication of general call	Q4 2025
Other major outputs		
Output	Indicator	Target
Structural reforms and investments in the field of the Recovery and Resilience Plans (RRPs)	Contribution to the assessment of the Recovery and Resilience Plans	In staggered batches in function of the submission of the RRP
High Level Skills Board (Union of Skills)	Established and its role, composition and working methods defined in cooperation with EMPL	End 2025
European Skills Intelligence Observatory (Union of Skills)	Objectives and working methods should be defined in cooperation with EMPL and JRC	End 2025
Education and Skills Summit	Event organised	Q4 2025
European Universities alliances	Number of European Universities alliances supported under Erasmus+	65
European Universities alliances – participating Higher Education Institutions	Number of Higher Education Institutions involved in European Universities Alliances	570
Erasmus+ Teacher Academies	Number of Erasmus+ Teacher Academies supported under Erasmus+	62
European Student Card Initiative: Erasmus Without Paper Network	Number of higher education institutions using the Erasmus Without Paper Network	3 500
European Student Card Initiative: Co-branding students' cards with the European Student Card elements	Number of European Student Cards produced by higher education institutions/student card issuers	3.8 million
European Student Card Initiative: Erasmus+ Mobile App	Number of times the Erasmus+ Mobile App has been downloaded	280 000
Education and Training Monitor	Annual views of EN OP Monitor homepage	15 000
	Annual overall views (all sections, all languages) of OP Monitor web pages	80 000
Learning Lab on Investing in Quality Education and Training	Number of training courses	4
	Community of Practices	2
	Number of analytical reports	2

Output	Indicator	Target
Learning Lab on Investing in Quality Education and Training	Number of education policy evaluations (launched/not finalised)	1
Education for Climate Coalition	Number of awards at the 5th Education for Climate Days	10
EEA Portal	Number of visits	1 700 000
	Number of page reviews	3 200 000
European School Education Platform	Number of visitors	2 000 000
	Number of resources and training courses	156
Effective implementation	N° of contribution agreements with National Agencies (NAs)	54
Digital Skills & opportunities	Share of Erasmus+ participants that have increased their digital skills after their participation in the Erasmus+ programme	65%
	Number of participants involved in mobilities with Digital Erasmus Opportunity	18 900
Key Action 1 STEM Learning Mobility (Participant Types)	Higher Education learners	100 000
	% Female Higher Education learners	43%
Key Action 1 Learning mobility (Participant types)	Number of participants in virtual learning activities under key action 1 of the Education and Training strand	33 400
Key Action 1 Learning mobility (Sustainability)	Share of participants in learning mobility that consider they have learnt about environmental, climate and sustainability issues and/or have changed their habits to become more sustainable	30%
The share of activities addressing climate objectives under key action 1	E&T	18%
	Youth	18%
The share of projects addressing climate objectives under key action 2	E&T	20%
	Youth	21%

Specific Objective 1.2 Steering policies and managing programmes that reinforce cutting-edge education and Europe's research talent pipeline and innovation ecosystems

Related to programme(s): Erasmus+ MSCA / EIT (Horizon Europe)

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target
Marie Skłodowska-Curie Action 'MSCA Choose Europe for science pilot	Adoption of MSCA Choose Europe for Science pilot	Q4 2025
	Number of researchers supported	Around 100 in 2025

Other major outputs

MSCA / EIT (Horizon Europe)

Output	Indicator	Target
Effective implementation	Timely implementation of the 2025 Work Programme	Q4 2025
	Adoption of the Commission Opinion on the 2026-2028 EIT Single Programming Document (SPD)	Q3 2025
Monitoring activities performed by DG EAC at management level	Number of monitoring activities, including participation in the EIT body and advisory groups and formal regular meetings at management level (GB - 4, ExCo - 4, Rapporteur visits - 8, AuditCo - 3, EIT KIC Forum - 4, MSRG - 3)	26 activities
Political guidance to the EIT	Political guidance on FS, outreach etc.	Q1, Q2, Q3, Q4 2025
Execution of financial transactions	Timely implementation	100% Q1, Q2, Q3, Q4 2025
MSCA Presidency Conference	Number of attendees onsite	250
MSCA European Researchers' Night	Number of attendees onsite	1.5 million
Science is Wonderful!	Number of visitors onsite	4 000
Non-academic participation in MSCA	Share of non-academic organisations in Postdoctoral Fellowships, Doctoral Networks, Staff Exchanges and COFUND closed calls	30%
Percentage of women researchers in MSCA	Share of women researchers in Postdoctoral Fellowships, Doctoral Networks, Staff Exchanges and COFUND closed calls	50%

General objective 3: Supporting people, and strengthening our societies and our social models

Specific Objective 3.1 Steering policies and managing programmes that support inclusive and quality education to empower young people’s social engagement, and solidarity across the EU, strengthening intergenerational fairness and cohesion.

Related to programme(s): Erasmus+ Education, Erasmus+ Youth, European Solidarity Corps

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target
Action Plan on Basic Skills	Adoption of Action Plan on Basic Skills	Q1 2025
	Number of EAC-led initiatives launched	25% in 2025

Implementation dialogues and reality checks

Output	Indicator	Target
Youth Policy Toolbox	Event organised	26 June 2025

Other major outputs

Output	Indicator	Target
EU Youth Report	Publication of report with overview of young people’s lives and progress under the EU Youth Strategy 2019-2027	Q1 2025
Youth Policy Dialogues	Number of youth policy dialogues with Commissioners	26
Commission Decision President’s Youth Advisory Board	Creation of the President’s Youth Advisory Board	Q2 2025
Youth Check process	Number of legislative and non-legislative proposals flagged as youth-relevant	8
EU Youth Stakeholders Group	Number of meetings held with the EU Youth Stakeholders Group	3
Strategy on Intergenerational Fairness	Number of phases of the co-creation process ⁽⁸⁾	4, Q1- Q4 2025
	European Citizens’ Panel ⁽⁹⁾	Q3 - Q4 2025
Action Plan on Basic Skills	Draw up guidelines for policymakers as a preparatory step for the Support Scheme	Q4 2025
	Update the Digital Competence Framework (DigiComp)	Q4 2025

⁽⁸⁾ JRC in the lead, with EAC closely associated - Following these phases, the coordination and drafting of the strategy will be led by DG EAC, in close cooperation with other relevant services.

⁽⁹⁾ COMM in the lead, with EAC closely associated

Output	Indicator	Target
Action Plan on Basic Skills	Set up a new community of practice of Erasmus+ Teacher Academies	Q2 2025
	Expand EU online communities for educators (European School Education Platform, including eTwinning)	Q4 2025
ECEC	Publication of the key data	Q1 2025
Learning for sustainability	Study “Learning environments for sustainability in EU Member States”	Q2 2025
	MOOC on learning for sustainability	Q4 2025
Multilingualism	European day of languages event	Q3 2025
Inclusion and wellbeing	Launch of self-assessment tool	Q2 2025
Citizenship	eTwinning annual publication and conference, and EITA award ceremony	Q4 2025
Erasmus+		
Output	Indicator	Target
Key Action 1 Learning mobility (Participant types) Total Figures	Number of participants in learning mobility activities:	
	HE Learners	400 000
	VET learners	205 000
	School learners	140 000
	Adult learners	11 500
	HE staff	90 000
	VET staff	37 000
	School staff	70 000
	Adult staff	30 000
	Youth Learners	180 000
	Youth Staff	50 000
Key Action 1 Learning mobility (Participant types)	Number of participants in virtual learning activities under key action 1 of the Youth Strand	5 000
Key Action 1 Learning mobility (Inclusion)	The number of people with fewer opportunities taking part in activities under key action 1:	
	HE	41 000
	VET	20 000
	School	18 000
	Adult	9 500
	Youth	55 000

Output	Indicator	Target
Key Action 1 Learning Mobility (Qualitative)	Share of participants that consider they have benefited from their participation in learning mobility activities under key action 1:	
	Education & Training	95%
	Youth	93%
Key Action 1 Learning Mobility (Qualitative)	Share of participants that consider they have an increased European sense of belonging after participation in activities under key action 1:	
	Education & Training	85%
	Youth	64%
Organisations – Education & Training (Total Figures)	Number of organisations and institutions taking part in the Programme for the Education and training strand:	
	KA1	57 000
	KA2	19 000
	KA3	720
Organisations – Education & Training (Qualitative)	Share of organisations and institutions that consider they have developed high-quality practices as a result of their participation in key action 2 of the Education and Training strand	71%
	Share of organisations and institutions that consider that the procedures for taking part in the Programme are proportionate and simple for the Education and Training strand	63%
Organisations - Youth (Total Figures)	Number of organisations and institutions taking part in the Programme for Youth activities:	
	KA1	19 000
	KA2	4 500
	KA3	105
Organisations – Youth (Qualitative)	Share of organisations and institutions that consider they have developed high-quality practices as a result of their participation in key action 2 of the Youth strand	71%
	Share of organisations and institutions that consider that the procedures for taking part in the Programme are proportionate and simple for the Youth strand	66%

Output	Indicator	Target
Platforms	Number of users of virtual cooperation platforms supported under key action 2 of the Education and Training strand:	
	European School Education Platform	310 000
	EPALE	165 000
	eTwinning	1 330 000
	Number of eTwinning projects	10 000
	Number of new EPALE users	15 000
	Number of users of virtual cooperation platforms supported under key action 2 of the Youth strand	7 000 000
Key Action 2 - Cooperation among organisations and institutions	Number of small-scale partnerships supported under key action 2:	
	Education & Training	1 200
	Youth	450
Organisations (Inclusion)	Number of newcomer organisations and institutions taking part in the Programme under key actions 1 and 2:	
	Education & Training – KA1	5 700
	Education & Training – KA2	1 190
	Youth – KA1	2 400
	Youth – KA2	500
European Solidarity Corps		
Engagement in solidarity activities	The number of participants in solidarity activities:	
	Participants in Volunteering Projects	15 900
	Participants in Solidarity Projects	9 500
Engagement in solidarity activities	Participants in European Volunteering Humanitarian Aid Corps	350
	Participants in Volunteering Teams in High Priority Areas	1 500
Promoting social inclusion and equal opportunities	The share of participants with fewer opportunities	30%
	The number of participants who are young people with fewer opportunities	6 690
Learning Outcomes	The share of participants reporting positive learning outcomes	90%
	The share of participants whose learning outcomes have been documented through a Union transparency and recognition tool such as Youthpass, Europass or a national tool	80%

Output	Indicator	Target
Learning Outcomes	The overall satisfaction rate of participants with regard to the quality of activities	90%
Climate contribution	The share of activities that address climate objectives	20%
Satisfaction	The degree of satisfaction of volunteers deployed in the humanitarian aid field and of participating organisations with regard to the effective humanitarian contribution of the activities on the ground	
	Volunteers	50%
	Participating Organisations	25%
	The number of activities in third countries that contribute to strengthening local actors and local communities and complementing volunteering under the European Voluntary Humanitarian Aid Corps	10
Quality Label	The number of organisations holding a quality label:	
	Volunteering in Solidarity activities	100
	Humanitarian aid volunteering	20

Specific Objective 3.2 Steering policies and managing a programme that safeguards and promotes cultural diversity and heritage, fostering sustainable and innovative cultural and creative sectors, contributing to the Culture Compass.

Related to programme(s): Creative Europe-Culture

Main outputs in 2025:

New policy initiatives

Output	Indicator	Target
A Culture Compass for Europe	Commission Communication	Q4 2025

Evaluations and fitness checks – part of the stress testing of the EU acquis

Output	Indicator	Target
Final evaluation 2014-2020 and interim evaluation 2021-2027 of Creative Europe programme	Finalisation – both evaluations	Q2 2025

Other major outputs

Output	Indicator	Target
Discoverability of European Culture Content online	Study	Q4 2025
Effective implementation of the Creative Europe 2025 Annual Work programme (Culture Strand)	Number and scale of transnational partnerships created with the support of the Programme:	
	Partnerships	146
	Organisations	736
	Number of artists & cultural &/or creative players (geographically) mobile beyond national borders due to Programme support, by country of origin (including the proportion of women):	
	Artists	125 834
	Women	40%
	Number of people accessing European cultural and creative works generated by the Programme, including works from countries other than their own	389
	The number of projects supported by the Programme addressed to socially marginalised groups	35

Output	Indicator	Target
Effective implementation of the Creative Europe 2025 Annual Work programme (Culture Strand)	Number of participants in learning activities supported by the Programme who assess they have improved their competences and increased their employability (including the proportion of women):	
	Participants	2 260
	Women	55%
	Number, budget and geographical origins of co-productions developed, created and distributed with the support of the Programme and co-productions with partners from countries with different audiovisual capacities:	
	Co-Productions	430
	Budget	167
	Number of people reached by Business-to-Business promotional activities in major markets	280 000
Effective implementation of the Creative Europe 2024 Annual Work programme (MEDIA Strand)	The number of audiovisual works in lesser-used languages developed, produced and distributed with the support of the Programme	410
	Number and scale of transnational partnerships formed (composite indicator for creative innovation labs and news media actions):	
	Partnerships	18
	Organisations	65
	Number of events or activities promoting the Programme organised by the programme desks	400
	Number of participants in the creative innovation labs and news media actions activities, including the proportion of women:	
	Participants	50
	Women	50%
	Number and scale of transnational partnerships created with the support of the Programme, including the country of origin of the beneficiary organisations:	
	Partnerships	220
	Organisations	2 410
Qualitative evidence of success stories in the field of artistic, business and technological innovation due to the programme support	20	

Specific Objective 3.3 Developing policies and managing programme funds to develop an effective European dimension of sport, promoting healthy lifestyles, social participation, while promoting and reinforcing an inclusive, competitive and values-based European Sport Model

Related to programme(s): Sport

Main outputs in 2025:

Major public consultations

Output	Indicator	Target
Public consultation on the upcoming Communication on <i>A Strategic Vision for Sport in Europe: Reinforcing the European Sport Model</i> (to be adopted in 2026)	Consultation launched in Q2 2025	1 000 respondents

Other major outputs

Output	Indicator	Target
#BeActive EU Sport Awards	Number of projects submitted to the #BeActive EU Sport Awards	135
10 th European Week of Sport	Number of attendees	16 million
Participation of the Eastern Partnership countries in the European Week of Sport	Number of countries taking part in the European Week of Sport	3
Key Action 1 (Participants)	Number of participants in virtual learning activities under key action 1 of the Sport strand	200
Key Action 1 (Inclusion)	Number of people with fewer opportunities taking part in activities under key action 1 of the Sport strand	550
Key Action 1 (Qualitative)	Share of participants that consider they have benefited from their participation in learning mobility activities under key action 1 of the Sport strand	85%
	Share of participants that consider they have an increased European sense of belonging after participation in activities under key action 1 of the Sport strand	65%
Climate	The share of activities addressing climate objectives under key action 1 of the Sport strand	17%
	The share of projects addressing climate objectives under key action 2 of the Sport strand	15%
Sport Organisations	Number of organisations and institutions taking part in the Programme for Sport:	
	KA1	720
	KA2	1 000
	KA3	40

Output	Indicator	Target
Inclusion	Number of newcomer organisations and institutions taking part in the Programme	
	Sport – KA1	120
	Sport – KA2	190
Key Action 2	Number of small-scale partnerships supported under key action 2 of the Sport strand	195
Key Action 2 (Qualitative)	Share of organisations and institutions that consider they have developed high-quality practices as a result of their participation in key action 2 of the Sport strand	65%
	Share of organisations and institutions that consider that the procedures for taking part in the Programme are proportionate and simple for the Sport strand	59%
Sport	N° of capacity building in sport projects	15

Specific Objective 3.4: Supporting international cooperation in education, culture, youth, sport, and to enhance international partnerships, promote EU values and address shared global challenges.

Related to programme(s): International

Main outputs in 2025:

Other major outputs

Output	Indicator	Target
Erasmus+ Virtual Exchanges	N° of Erasmus+ Virtual Exchanges projects	20
	N° of participants in Erasmus+ Virtual Exchanges projects	43 000
Effective implementation of the European Solidarity Corps 2023 Annual Work programme	The number of activities in third countries that contribute to strengthening local actors and local communities and complementing volunteering under the European Voluntary Humanitarian Aid Corps	10
Higher Education	N° of international Student and Staff Mobility	(H2) – 25 000 ⁽¹⁰⁾ (H6) – 50 000 ⁽¹¹⁾
	N° of international HEIs consortia in EMJM	34
	N° of international students in Erasmus Mundus Joint Masters (EMJM)	2 800
	N° of Erasmus Mundus Design Measures (EMDM) projects	55
Erasmus+ Jean Monnet Actions	N° of actions supported in Higher Education (whole world, including EU)	250
	N° of actions supported in policy debate (whole world, including EU)	5
Capacity Building Projects	Number of capacity building partnerships in education (incl. VET) and training, youth and sport	
	Higher Education	153
	VET	74
	Youth	53

⁽¹⁰⁾ The figures represent realised mobility activities within a calendar year (from January to December)

⁽¹¹⁾ The figures represent forecasted mobility activities in a Call Year.

Output	Indicator	Target
Creative Europe	The number of projects supported by the Programme involving third countries organisations	56
	The number of people accessing European audiovisual works from countries other than their own and supported by the Programme	14

General objective 5: Protecting our democracy, upholding our values

Specific Objective 5.1: Steering policies and managing programmes in education and training, youth, sport, and culture, promoting EU values, preparedness and resilience, fostering a sense of European identity and enhancing democratic participation and civic engagement.

Related to programme(s): Erasmus+, European Solidarity Corps, Creative Europe

Main outputs in 2025:

Other major outputs

Output	Indicator	Target
Erasmus + Jean Monnet Actions	Number of actions ⁽⁹⁾ other level of education and training	100
Issue paper on countering hatred in and through education (EEA Working Group on Equality and Values in Education and Training)	Publication - countering hatred in and through education	Q3 2025
Issue paper on the European dimension of citizenship education (EEA Working Group on Equality and Values in Education and Training)	Publication - European dimension of citizenship education	Q4 2025
Compendium of inspiring practices (EEA Working Group on Equality and Values in Education and Training)	Publication - Compendium of inspiring practices	Q4 2025

ANNEX 3: Performance tables – A modern and sustainable public administration

A. Human resource management

Objective: DG EAC employs a skilled, diverse and motivated workforce to deliver on the Commission's priorities		
Main outputs in 2025:		
Output	Indicator	Target
Implement the actions devised following the 2023 staff survey	Level of implementation	95%
Informal meetings with senior management	Number of events	4
Informal presentation of managers (rapid-fire challenge)	Number of videos	5
Campaign “The face behind the file” to present teams	Number of videos	5
Presentation of newcomers and trainees	Number of articles	5
Promotion of corporate career-development opportunities	Number of articles	7
Internal knowledge sharing events (“Sharing sessions”)	Number of events	10
Bi-weekly news digest (Intranet newsletter)	Number of newsletters	15

B. Digital transformation and data management

Objective: DG EAC is using innovative, trusted digital solutions for better policymaking, data management and administrative processes to create a digitally transformed, user-focused and data-driven Commission

Main outputs in 2025:

Output	Indicator	Target
Data management and transparency	Proportion of data assets published in EC catalogue	100%
New Data Governance including EACEA ⁽¹²⁾	Validation of roles and responsibilities	Q3 2025
Implementation of data rules/policies decisions from the Data Management Committee	Number of meetings of the data management committee	2 meetings
Reliable performance data	Number of data assets managed according to (Metadata Quality Assurance) MQA methodology	TBC
Modern data platform including AI data catalogue	Introduction / Pilot of the new data platform	100%
	Production	100%
Data and AI strategy for EAC policy and programme excellence, aligned with EC standards	Data Analytics Conference London	May 2025 (done)
	New EAC data and AI strategy	Q3 2025
Data acquisition	Number of external sources (i.e. MCI) complying with data acquisition policies	TBC
Data Quality dashboard	Integrated quality dashboard and scorecard for key performance data	100%
Data integration	Completeness of data integration across programmes and implementation modes	100%

⁽¹²⁾ For each key data asset, services should assess if the following principles have been respected (see also this practical guidance):

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

Output	Indicator	Target
Increased data and AI awareness literacy in EAC and National Agencies	Number of webinars and sessions	4
List of key actions on information management and data protection	Completion of actions regarding new information systems and identification and adoption of appropriate transfer tool for activities outside the EU-EEA	DG EAC has submitted to the European Data Protection Supervisor (EDPS) for approval ad hoc contractual clauses serving as transfer tool for processing of personal data outside EU-EEA (Serbia, Turkey, North Macedonia). Comments from EDPS are expected shortly and once validated will be immediately included in the contribution agreements signed by DG EAC with NAs in those countries.
Percentage of fully supported or deprecated EAC IT systems (hosted in the corporate datacentre);	Ratio of fully supported, deprecated (means the technology used by the systems receive limited support, however IT security aspects are covered) and unsupported EAC IT systems (hosted in the corporate datacentre) (per department);	90%
Updated IT Security Plans using DIGIT corporate service.	% of IT security plans updated every 2 years for all EAC IT Systems	85%
Cybersecurity culture	Percentage of staff in one or more cybersecurity awareness and training activities	35%
	Phishing email click rate	<25%
	Phishing reporting rate	At least 25%

C. Sound financial management

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

Main outputs in 2025:

Output	Indicator	Target
Effective controls: legal and regular transactions	Estimated risk at payment	Remains < 2 % of relevant expenditure ⁽¹³⁾
	Estimated risk at closure	Remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets (where relevant) Safeguarded information (where relevant)	Percentage of data breaches reported/notified within the legal timeframe	100% of data breaches reported within the legal timeframe
Efficient controls	Budget execution	100% of VOBU payment appropriations available at year end
	Time to Pay	Remains >95% of payments in volume are made on time (respecting legal time limits)
Economy of controls	Overall estimated cost of controls	Remains < 10% of funds managed

⁽¹³⁾ For the Research, industry, space, energy and transport family of departments, it is necessary to make a distinction between Horizon 2020 and Horizon Europe since they have different materiality criteria. The relevant departments should use a common approach.

D. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy ⁽¹⁴⁾ aimed at the prevention, detection and correction ⁽¹⁵⁾ of fraud

Main outputs in 2025:

Output	Indicator	Target
Implementation of the AFS action plan including leveraging available data analysis to detect potential fraud, raising fraud awareness, and refining management tools to increase effectiveness;	Completion of EAC anti-fraud strategy action 1.1: - Deployment of the tool - Guidance documents available - Webinar for DG EAC and National Agency staff.	100% implementation of action planned for Q4 2025.
Implementation of the AFS action plan including updating the reference documents to include EU values and other emerging issues, to provide a clear legal basis for action in the case of risk or damage to the EU budget	Completion of EAC anti-fraud strategy action 4.1: Update of grant agreements, Guide for National Agencies (and annexes), Programme Guide	100% implementation of action planned for Q4 2025

E. Sound environmental management

Objective: Reaching climate neutrality by 2030 and a reduced environmental footprint for the Commission

Main outputs in 2025:

Output	Indicator	Target
Actions to reduce emissions from staff missions ⁽¹⁶⁾	Number of actions to reduce emissions from staff missions	min. 2 actions per year
Energy saving actions	EAC buildings participating in the annual BEST energy saving actions	100%

⁽¹⁴⁾ 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, COM(2023) 405 – 'the CAFS Action Plan-revision 2023'.

⁽¹⁵⁾ Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

⁽¹⁶⁾ DG/department emissions report from MIps+. Emissions from staff whose place of assignment is one of the Commission's sites: [EMAS](#).

Output	Indicator	Target
Staff awareness actions	Number of EMAS/greening corporate campaign related articles published on Intranet (re-use of content provided by central services)	min. 4 articles per year
Sustainable events	Publish on EAC Intranet EC Guidelines for sustainable events	Yes