ANNEXES

ANNEX 1: Statement of the Resources Director

I declare that in accordance with the Commission's communication on clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission[1], I have reported my advice and recommendations to the Director-General on the overall state of internal control in the DG Education and Culture.

I hereby certify that the information provided in Section 2 of the present AAR and in its annexes is, to the best of my knowledge, accurate and exhaustive.

Brussels, 31 March 2017

Arturo CABALLERO BASSEDAS
signed

1 Communication to the Commission: Clarification of the responsibilities of the key actors in the domain of internal audit and internal control in the Commission; SEC(2003)59 of 21.01.2003.

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

1- Human resources:

<table>
<tr><td colspan="4">Objective: The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.</td></tr>
<tr><td colspan="4">Indicator: Management indicator HR-1 (* – data provided by DG HR): Percentage of female representation in middle management
Source of data: SEC(2015)336 ; targets adopted by the Commission on 15 July 2015</td></tr>
<tr><td>Baseline 2015</td><td colspan="2">Target 2019</td><td>Latest known results
(please indicate the corresponding year)</td></tr>
<tr><td>33.3%</td><td colspan="2">40%</td><td>35% - January 2017</td></tr>
<tr><td colspan="2">Main outputs in 2016:</td><td colspan="2"></td></tr>
<tr><td>Description</td><td>Indicator</td><td>Target</td><td>Latest known results</td></tr>
<tr><td>Reported to DSC</td><td>Training seminar with the medium term objective of strengthening the role of women in middle management (MM).</td><td>Organised by end 2016</td><td>Not done. The management context meant that this kind of action could be counter-productive in 2016. Among the factors:
- the reorganisation of the DG, a subject of reflection from mid-year onwards;
- the inter-DG mobility exercise for MM.
In this context an action led by DG management and seeming to offer the hope of MM jobs to women (or men) could have attracted criticism. The strengthening of women's role in MM was advanced in 2016 in more subtle ways, including by management coaching where 5 of the 8 beneficiaries were women.</td></tr>
<tr><td>Published organisation chart</td><td>Advance from current 6 women MM (out of 20) to 7 by end-2016.</td><td>Achieved by end 2016</td><td>Implemented</td></tr>
</table>

Reported monthly to DSC in the Dashboard (2014baseline-December: 0)	Number of vacant posts without follow-up for more than 4 weeks	0	0
Indicator: Management indicator HR-2 (* – data provided by DG HR): Percentage of staff who feel that the Commission cares about their well-being **Source of data: Commission staff survey ; target set by DG EAC's management**			
Baseline 2014	Target 2019		Latest known results (please indicate the corresponding year)
32.9% (Commission average: 35%)	Within 2% of the Commission average		2016 On this measure EAC at 27% or 5 percentage points below the Commission average. There is reason to believe, however, that in answering this question staff mentally distinguish "the Commission" from their own management. If we compare the above score with, for example, item 45, "My manager cares about me as a person" we find that EAC (65%) is 2 percentage points **above** the Commission average.
Main outputs in 2016:			
Description	Indicator	Target	Latest known results
Reported each semester to the DSC(2013 baseline–December:18)	Number of management Learning/coaching actions completed	10 percent increase compared to 2013 baseline	Not achieved. There were 16 management learning / coaching actions in 2016. This followed demand and all requests were satisfied. By way of possible explanation: some of the 16 actions were individually ambitious and time-consuming, a three-day seminar for MM and a four-day seminar for top management, for example. The pending

			reorganisation, under discussion from before the summer break, also meant that many actions at unit level were deferred.
Reported to DSC	Organisation of wellbeing actions jointly by staff and management: -Family@work day 2016 -Christmas party 2016 -EAC social club -Lunchtime session on wellbeing at work	All organised by end 2016	Organised
Indicator: Management indicator HR-3 (* – data provided by DG HR): Staff engagement index **Source of data: Commission staff survey ; target set by DG EAC's management**			
Baseline 2014		Target 2019	Latest known results (please indicate the corresponding year)
60.1% (Commission average: 65.4%)		Within 2% of the Commission average	2016 The EAC score is 64%, the same as the Commission average in 2016. This objective has therefore been largely **exceeded**.

2. Better regulation

For **Better Regulation**, the data for the indicators is collected by the DG[2].

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

[2] More guidance available: https://myintracomm-collab.ec.europa.eu/networks/ECMngtPlan/ARCHIVES/Forms/AllItems.aspx?RootFolder=%2Fnetworks%2FECMngtPlan%2FARCHIVES%2FPLANNING%202016%2F2%5FFAQ&FolderCTID=0x012000DBCB312C1CA95244831D1E92291AE456&View=%7B6039DD0C%2D9E2D%2D477A%2D8815%2D60B77FCE5DF2%7D

Management indicator BR-1 (*): Percentage of Impact assessments submitted by DG EAC to the Regulatory Scrutiny Board that received a favourable opinion on first submission[3] **Source of data: DG EAC (A4)**			
Baseline 2015	Target 2020		Latest known results 2016
68%: Commission average in 2014	100%		n.a. (no impact assessment submitted to the RSB in 2016)
Main outputs in 2016:			
Description	Indicator	Target	Latest known results
Reported quarterly to DSC in the Dashboard (2014 baseline – December: 0 out of 0)	Number of impact assessments active in current year, in delay by more than 1 month	Max. 1	n.a. (no impact assessment carried out in 2016)
Indicator: Management indicator BR-2(*): Percentage of the DG EAC regulatory acquis covered by retrospective evaluation findings or Fitness Checks not older than five years[4]. **Source of data: DG EAC (A4)**			
Baseline 2015	Target 2020		Latest known results 2016
80%	Positive trend compared to interim milestone		100 %
Main outputs in 2016:			
Description	Indicator	Target	Latest known results (as of December 2016)
Reported quarterly	Number of evaluations active in current year, in delay by more than 1	Max.1	1

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

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

to DSC in the Dashboard (2014 baseline – December: 5 out of 8)	month		
Reported quarterly to DSC in the Dashboard (2014 baseline – December: 5 out of 10)	Number of evaluations in follow-up phase, in delay by more than 1 month	Max. 2	1
Reported regularly to Directors' Board (DB) (2014 baseline – no CWP item planned)	Timely adoption of the items of the CWP with DG EAC as lead service	All items to be adopted on time as planned by the Commission	No CWP item planned with DG EAC as lead service

3. Information management (DMO aspects)

Objective*: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable		
Management indicator DM-1 (* – data to be provided by DG DIGIT): Percentage of registered documents that are not filed[5] (ratio) **Source of data: Hermes-Ares-Nomcom (HAN)[6] statistics**		
Baseline 2015	Target 2020	Latest known results (31.12.2016)
0.08%	Max 200 Ares documents (0.1%)[7]	147 Ares documents (0,1%)

[5] Each registered document must be filed in at least one official file of the *Chef de file*, as required by the e Domec policy rules (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.

[6] Suite of tools designed to implement the e-Domec policy rules.

[7] The period taken into account is from the implementation of Ares within DG EAC (2009). The policy of the DG is to have no more than 200 not-filed ARES documents irrespective of

Management indicator DM-2 (* - data to be provided by DG DIGIT): Percentage of HAN files readable/accessible by all units in the DG Source of data: HAN statistics			
Baseline 2015	Target 2020		Latest known results (31.12.2016)
100%	100%[8]		99,23%
Main outputs in 2016			
Description	Indicator	Target	Latest known results (31.12.2016)
Reported monthly to DSC in the dashboard (2015 baseline- November: 52%)	% of documents with e-signatory	Min.80% of total documents	88,69%
Description	Indicator	Target	Latest known results (30.11.2016)
Reported monthly to DSC in the dashboard (2015 baseline- November: 28%)	% of files open without use in the last 12 months	Max 10% of the files created 12 months before	31,33%
Management indicator DM-3 (* data to be provided by DG DIGIT): Percentage of HAN files shared with other DGs Source of data: HAN statistics			
Baseline 2015	Target 2020		Latest known results (31.12.2016)
7.35%	15%[9]		3,39%

the year of registration. Monthly reporting is provided to senior management.

[8] The policy of DG EAC has been set prior to the introduction of ARES: every EAC NomCom file is opened to every member of DG EAC's staff, except for those files the content needs of which to be restricted for personal data protection purpose or based on other regulations (currently 0,67%) Regular checks are foreseen to verify the compliance with the results.

[9] A reflection will be held to define the policy of DG EAC about sharing NomCom files with other DGs or all the Institution. 15% is a prudent projection on the basis of the current baseline which results from the experience over the last 3 years. This target will be adapted according to the developments of the Commission policy and to actions taken by other DGs.

Management indicator DM-4: Percentage of units using collaborative tools to manage their activities **Source of data: DG EAC**		
Baseline 2015	Target 2020	Latest known results (31.12.2016)
47% of units using SharePoint	100%	67% of units using SharePoint

Management indicator DM-6 : existence and degree of implementation of a documented strategy to harness knowledge of DG staff **Source of data: DG EAC - Director's Board decisions**		
Baseline 2015	Target 2020	Latest known results (31.12.2016)
No Knowledge Management Strategy	Implementation of actions to be defined in the Knowledge Management Strategy	Actions taken by DG EAC while waiting for DG HR to establish a roadmap for DGs: • Consolidated and extended use of existing collaborative tools • Migrated the intranet and streamlined its content with the current Commission vision. • Ensured daily operational management and provided support for ad-hoc requests.

4. Communication

For **Communication**[10], the data for the mandatory indicator is available on the Eurobarometer website *here*. The data for the optional indicators is collected by each DG.

It is at the heart of DG EAC's communication and dissemination activities to inform citizens and stakeholders about its policies in the fields of education and training, youth, sport and culture and the related programmes Erasmus+, Creative Europe and the Marie Sklodowska Curie Actions, as well as to present concrete results, important achievements and inspiring success stories.

Throughout 2016, DG EAC provided inputs to various activities with an important communication dimension aimed at responding to new challenges and key initiatives like the European Solidarity Corps. Communication activities included key topics such as the Paris Declaration, the New Skills Agenda, the future of volunteering in Europe (20 years EVS anniversary), the Commission's Education and Training Monitor, the European Researchers' Night, the first year of Erasmus+ and the European Week of Sport 2016.

DG EAC's Strategy for the Dissemination and Exploitation of Programme Results was smoothly implemented in 2016 and has reached cruising speed. Over 80 success stories have been selected and flagged as such in DG EAC's dissemination platforms for the Erasmus+ and Creative Europe programmes. The number of projects contained in the tool has reached about 63,000 (some 53,000 Erasmus+ projects, 5,000 Lifelong Learning projects, 3,000 Youth in Action projects, 950 Creative Europe projects and 700 Culture projects). For Success stories, selected in 2015 and 2016, 120 factsheets and 10 videos have been produced with the support of an external contractor, giving further visibility to these projects, in a user-friendly format. They have been promoted via the social media, DG EAC's newsletter, websites, as well as during events.

DG EAC migrated eight of its websites to the Drupal content management system, following the decision to discontinue the previous document system. In addition, the websites were made mobile friendly. The webteam assured the necessary daily information updates, and several larger projects were completed, including the expansion of Erasmus+ from a small portal to a full website, the VET Mobility Charter, the launch of the online Erasmus+ Programme Guide in English, the improved Education and Training Monitor web page, the European Week of Sport campaign site, as well as the European Culture Forum and "Science is Wonder-ful" pages.

DG EAC used social media to interact with a young, engaged audience and to generate interest in events, programmes and policies. The combined audience of the DG's social media accounts is more than 500,000 people, with Erasmus+ being the biggest DG-specific Facebook page in the Commission (nearly 300,000 followers). Live tweets at events and conferences, twitter walls, infographics, Facebook or Twitter campaigns and the promotion of thematic days have been carried out for programme and policy related events and Communication opportunities of DG EAC.

[10] The Communication on Synergies and Efficiencies (SEC(2016)170) of 04.04.2016 stipulates that DG COMM together with DG HR shall carry out an inventory of existing resources (to be submitted via the CCSC to the Corporate Management Board), data collected via this Annex (Annex 2 of AAR) will be aggregated to this end.

Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.		
Management indicator EC-1 (provided in a ready-to-use form by DG COMM): Percentage of EU citizens having a positive image of the EU[11] **Source of data: Standard Eurobarometer (DG COMM budget) [monitored by DG COMM[12]**		
Baseline November 2014	Target 2020	Latest known results (2016)
Total "Positive": 39% Neutral: 37 % Total "Negative": 22%	Positive image of the EU ≥ 50%	Positive: 35% Neutral: 38% Negative: 25% (Don't know: 2%)

Main outputs in 2016:			
Description	Indicator	Target	Latest known results
Reported monthly to Directors' Steering Committee (DSC) in the Dashboard (2014 Baseline – December: -42.3% ; November 2015 Baseline: -7%)	Yearly increase in number of unique **visitors** at DG EAC websites	5 percent increase compared to previous year	Total number of unique visitors for websites in 2016: 8 million Total increase 2015/2016: +6,8% Education and training -10% Youth - 24% Sport +122% Project Results Platforms +112% Culture + Creative Europe +9% MSCA +9% Erasmus+ +19%

[11] Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual DGs' actions may only make a small contribution.

[12] http://ec.europa.eu/COMMFrontOffice/publicopinion/index.cfm/General/index

			Overall positive trend; important increase for the Sport website is linked to the success of the European Week of Sport. The Project Results Platforms for Erasmus+ and Creative Europe programmes, fully operational since 2015, show positive development. Decreases in number of visits for "Education and Training" and "Youth" websites may be due to the migration of the opportunities sections to the Erasmus+ website, which is more and more visited.
Reported monthly to DSC in the Dashboard (2014 Baseline for Facebook only – December: +19.4% ; November 2015 Baseline including Twitter + 38.1%) The DG's social media presence is evaluated on a monthly basis with regard to quantitative measures (ie number of followers and number of people who have seen our messages) and qualitative measures (ie the number of people who engaged with our content and the feedback we have received.)	Yearly increase in the number of people who have seen DG EAC's Facebook and Twitter posts	5 percent increase compared to previous year	The number of people who have seen DG EAC's Facebook and Twitter posts: Erasmus+ +26% Creative Europe +239% European Youth +925% MSCA +540% EU Sport Twitter Increase: NA; account launched 02/2016 Total reach in 2016: 84 ,million Total increase for all accounts: 250% All social media accounts have grown impressively in their reach, growth was particularly high for MSCA,. Creative Europe increase reflects

			promotion campaign celebrating 25th anniversary of the MEDIA programme.

Evaluations:
Communication and Valorisation (start in September 2016; to be finalised in 2017):
DG EAC's Strategy for the Dissemination and Exploitation of Programme Results (D&E) foresees that its content shall be reviewed on an annual basis by the D&E Steering group, which includes representatives of all operational units in DG EAC as well as representatives of EACEA and DG EMPL. The D&E Steering Group ensures the planning, coordination and monitoring of the external evaluation. The overall external evaluation will be carried out against the performance indicators set in the Strategy and will cover the elements of effectiveness, efficiency, relevance and coherence. The preparation of the terms of reference and the selection of the proposals was carried out from September to November 2016. The kick-off meeting with the selected external contractor was held in December 2016. An inception report is due by March 2017, and the final report is expected for the 4th quarter of 2017.

In this annex, it is also mandatory to include a sentence on the annual communication budget spent in 2016 (i.e. the total amount spent on all communication actions undertaken by the DG). The following table should also be filled.

The difference between the planned Budget 2016 and the amount spent in 2016 mainly concerns the 2017 Erasmus+ campaign, which will run from January to December 2017.

Annual communication spending (based on estimated commitments):

Baseline (Year n-1):2015	Target (Year n): planned 2016	Total amount spent in 2016	Total of FTEs working on external communication
In mio EUR Websites 0.533 Social Media 0.259 Support material, videos 1.477 Campaigns, Events 2.780 Publications 0.231	In mio EUR Websites 0.697 Social Media 0.287 Support material, videos 1.183 Campaigns, Events 3.014	**In mio EUR** Websites 0.602 Social Media 0.301 Support material, videos 1.463 Campaigns, Events 3.790	Total: FTE 11 and 883 000 EUR for service providers

GRAND TOTAL	5.280	Publications	0.200	Publications	0.250
		GRAND TOTAL	5.381	GRAND TOTAL	6.406
				European Youth - FB & Twitter	
				SUBTOTAL	**300 790 €**

ANNEX 3: Draft annual accounts and financial reports

Annex 3 Financial Reports - DG EAC - Financial Year 2016

Table 1 : Commitments

Table 2 : Payments

Table 3 : Commitments to be settled

Table 4 : Balance Sheet

Table 5 : Statement of Financial Performance

Table 5 Bis: Off Balance Sheet

Table 6 : Average Payment Times

Table 7 : Income

Table 8 : Recovery of undue Payments

Table 9 : Ageing Balance of Recovery Orders

Table 10 : Waivers of Recovery Orders

Table 11 : Negotiated Procedures (excluding Building Contracts)

Table 12 : Summary of Procedures (excluding Building Contracts)

Table 13 : Building Contracts

Table 14 : Contracts declared Secret

Additional comments

1) The current receivables in Table 4 and Tables 7 and 9 present different total amounts due to technical problems with the assignment of profit centers, i.e. 6300 - DG EAC and 8200 - EACEA. The difference refers to old recovery orders and partial cashings linked to files transferred between DG EAC and EACEA. DG BUDG was informed and consulted, and confirmed that the issue will be solved when the recovery orders files will be closed. At Commission level the difference is balanced and has no impact.

2) Article 128 FR Transparency

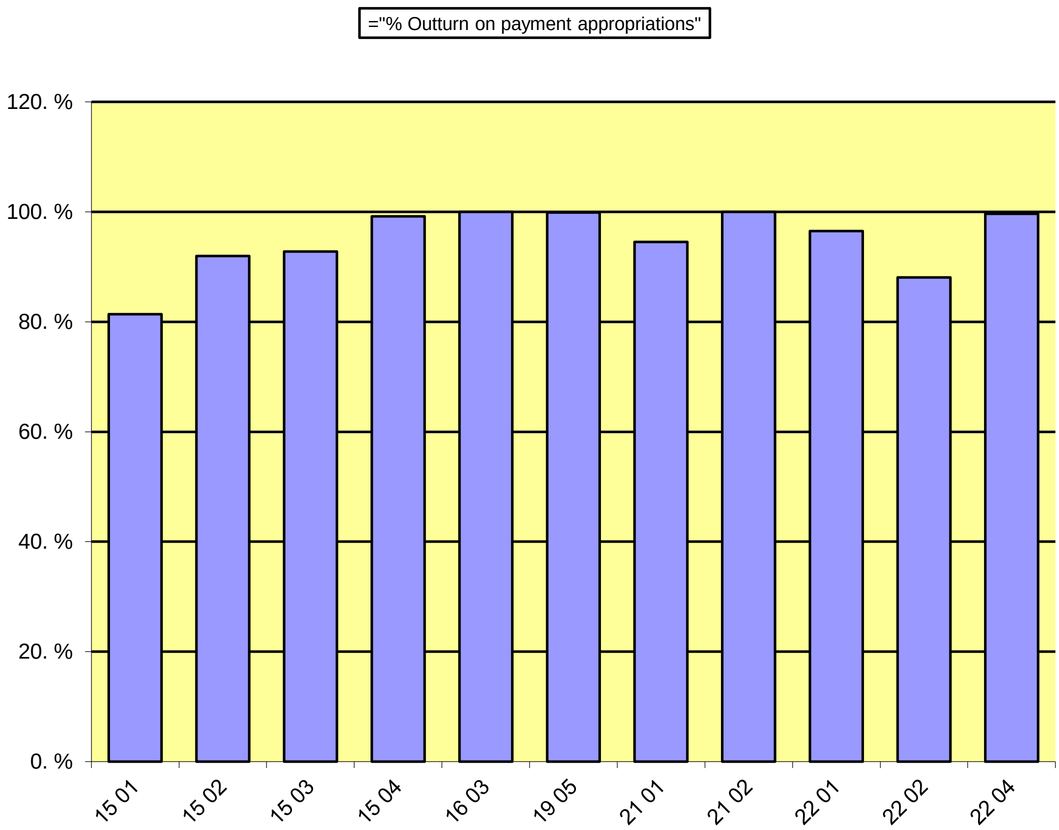
The average time to grant according to Article 128 FR is fully respected by DG EAC.

TABLE 1: OUTTURN ON COMMITMENT APPROPRIATIONS IN 2016 (in Mio €)					
			Commitment appropriations authorised	Commitments made	%
			1	2	3=2/1
Title 15 Education and culture					
15	15 01	Administrative expenditure of the 'Education and culture' policy area	72.38	70.33	97.17 %
	15 02	Erasmus+	1,681.65	1,617.81	96.20 %
	15 03	Horizon 2020	281.51	266.20	94.56 %
	15 04	Creative Europe	9.13	9.13	100.00 %
Total Title 15			2,044.66	1,963.46	96.03%
Title 16 Communication					
16	16 03	Communication actions	0.8	0.8	100.00 %
Total Title 16			0.8	0.8	100.00%
Title 19 Foreign policy instruments					
19	19 05	Cooperation with third countries under the Partnership Instrument (PI)	15.41	15.40	99.89 %
Total Title 19			15.41	15.40	99.89%
Title 21 International cooperation and development					
21	21 01	Administrative expenditure of the 'International cooperation and development' policy area	1.48	1.40	94.33 %
	21 02	Development Cooperation Instrument (DCI)	28.74	28.74	100.00 %
Total Title 21			30.23	30.14	99.72%
Title 22 Neighbourhood and enlargement negotiations					
22	22 01	Administrative expenditure of the 'Neighbourhood and enlargement negotiations' policy area	3.40	3.28	96.43 %
	22 02	Enlargement process and strategy	22.09	19.33	87.52 %
	22 04	European Neighbourhood Instrument (ENI)	54.97	54.78	99.66 %
Total Title 22			80.46	77.39	96.19%
Total DG EAC			2,171.56	2,087.19	96.12 %

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

TABLE 2: OUTTURN ON PAYMENT APPROPRIATIONS IN 2016 (in Mio €)					
Chapter			Payment appropriations authorised *	Payments made	%
			1	2	3=2/1
Title 15 Education and culture					
15	15 01	Administrative expenditure of the 'Education and culture' policy area	83.58	68.00	81.36 %
	15 02	Erasmus+	1,923.47	1,768.86	91.96 %
	15 03	Horizon 2020	285.70	265.11	92.79 %
	15 04	Creative Europe	8.96	8.89	99.18 %
Total Title 15			2,301.71	2,110.87	91.71%
Title 16 Communication					
16	16 03	Communication actions	0.8	0.8	100.00 %
Total Title 16			0.8	0.8	100.00%
Title 19 Foreign policy instruments					
19	19 05	Cooperation with third countries under the Partnership Instrument (PI)	15.82	15.81	99.90 %
Total Title 19			15.82	15.81	99.90%
Title 21 International cooperation and development					
21	21 01	Administrative expenditure of the 'International cooperation and development' policy area	1.53	1.45	94.51 %
	21 02	Development Cooperation Instrument (DCI)	33.88	33.88	100.00 %
Total Title 21			35.41	35.32	99.76%
Title 22 Neighbourhood and enlargement negotiations					
22	22 01	Administrative expenditure of the 'Neighbourhood and enlargement negotiations' policy area	3.48	3.36	96.51 %
	22 02	Enlargement process and strategy	24.75	21.80	88.06 %
	22 04	European Neighbourhood Instrument (ENI)	65.05	64.80	99.62 %
Total Title 22			93.29	89.96	96.44%
	Total DG EAC		2,447.03	2,252.76	92.06 %

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


="% Outturn on payment appropriations"
120. %
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15 01
15 02
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22 01
22 02
22 04

TABLE 3 : BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2016 (in Mio €)									
Chapter			2016 Commitments to be settled				Commitments to be settled from financial years previous to 2016	Total of commitments to be settled at end of financial year 2016 (incl corrections)	Total of commitments to be settled at end of financial year 2015 (incl. corrections)
			Commitments 2016	Payments 2016	RAL 2016	% to be settled			
			1	2	3=1-2	4=1-2/1	5	6=3+5	7
Title 15 : Education and culture									
15	15 01	Administrative expenditure of the 'Education and culture' policy area	70.30	57.67	12.63	17.97 %	0.05	12.68	11.74
	15 02	Erasmus+	1,617.81	1,439.84	177.97	11.00 %	127.49	305.46	464.66
	15 03	Horizon 2020	266.20	94.42	171.78	64.53 %	1.08	172.86	171.83
	15 04	Creative Europe	9.13	5.73	3.40	37.24 %	2.61	6.01	6.17
Total Title 15			1,963.43	1,597.66	365.78	18.63%	131.23	497.01	654.40
Title 16 : Communication									
16	16 03	Communication actions	0.8	0.00	0.8	100.00 %	0.00	0.80	0.80
Total Title 16			0.8	0.00	0.8	100.00%	0	0.8	0.8
Title 19 : Foreign policy instruments									
19	19 05	Cooperation with third countries under the Partnership Instrument (PI)	15.40	7.93	7.46	48.47 %	0.85	8.31	8.74
Total Title 19			15.40	7.93	7.46	48.47%	0.85	8.31	8.74
Title 21 : International cooperation and development									
21	21 01	Administrative expenditure of the 'International cooperation and development' policy area	1.40	1.40	-	0.00 %	-	-	0.05
	21 02	Development Cooperation Instrument (DCI)	28.74	8.44	20.31	70.65 %	1.59	21.90	27.12
Total Title 21			30.14	9.83	20.31	67.37%	1.59	21.90	27.17
Title 22 : Neighbourhood and enlargement negotiations									
22	22 01	Administrative expenditure of the 'Neighbourhood and enlargement negotiations' policy area	3.28	3.28	-	0.00 %	-	-	0.08
	22 02	Enlargement process and strategy	19.33	3.67	15.66	81.00 %	0.32	15.98	18.45
	22 04	European Neighbourhood Instrument (ENI)	54.78	12.47	42.31	77.23 %	1.53	43.84	54.02
Total Title 22			77.39	19.43	57.97	74.90%	1.85	59.82	72.54
	Total DG EAC		2,087.17	1,634.85	452.32	21.67 %	135.53	587.85	763.66

="Breakdown of Commitments remaining to be settled (in Mio EUR)"

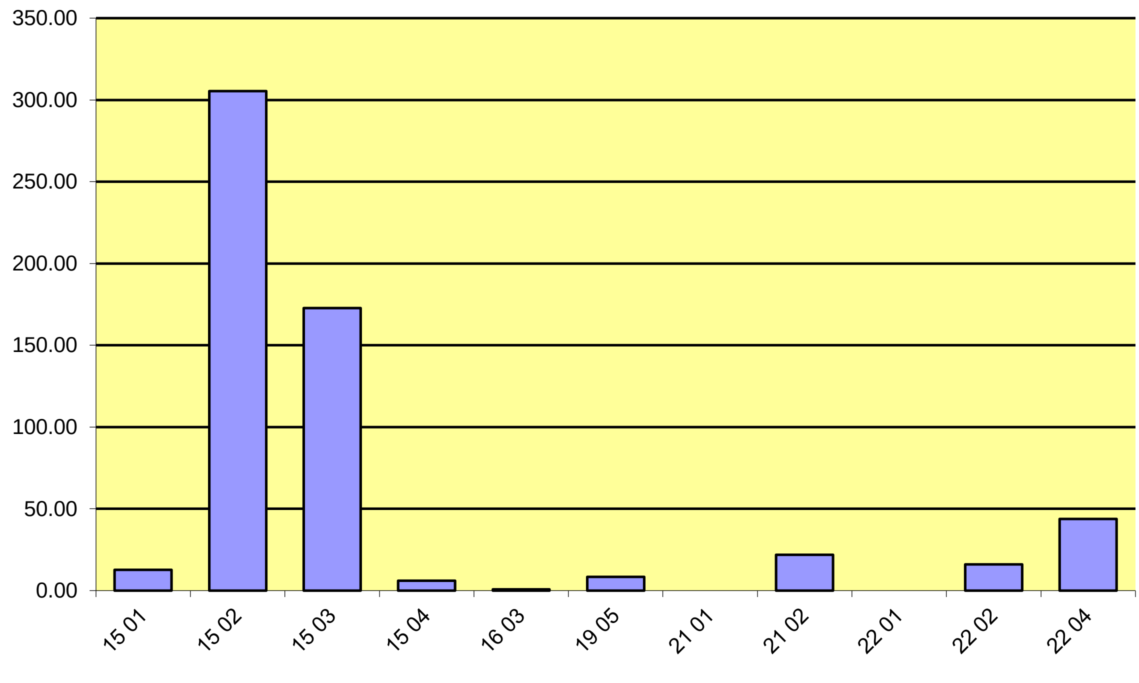

TABLE 4 : BALANCE SHEET EAC

BALANCE SHEET	2016	2015
A.I. NON CURRENT ASSETS	497,015,158	350,582,346
A.I.1. Intangible Assets	1,900,320	2,183,371
A.I.5. Non-Current Pre-Financing	495,114,838	348,398,975
A.II. CURRENT ASSETS	1,194,954,815	931,020,422
A.II.2. Current Pre-Financing	1,156,482,373	908,240,668
A.II.3. Curr Exch Receiv &Non-Ex Recoverables	22,533,452	6,996,387
A.II.6. Cash and Cash Equivalents	15,938,990	15,783,367
ASSETS	**1,691,969,973**	**1,281,602,768**
P.I. NON CURRENT LIABILITIES	(269,441)	(2,874)
P.I.2. Non-Current Provisions	(269,441)	(2,874)
P.II. CURRENT LIABILITIES	(17,308,484)	(19,406,719)
P.II.4. Current Payables	(4,558,261)	(4,177,606)
P.II.5. Current Accrued Charges &Defrd Income	(12,750,223)	(15,229,113)
LIABILITIES	**(17,577,925)**	**(19,409,593)**
NET ASSETS (ASSETS less LIABILITIES)	**1,674,392,048**	**1,262,193,175**

P.III.2. Accumulated Surplus / Deficit	4,340,910,299	2,802,732,205

Non-allocated central (surplus)/deficit*	(6,015,302,347)	(4,064,925,380)

TOTAL	**0**	**0**

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

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

TABLE 5 : STATEMENT OF FINANCIAL PERFORMANCE EAC

STATEMENT OF FINANCIAL PERFORMANCE	2016	2015
II.1 REVENUES	(144,936,568)	(137,767,073)
II.1.1. NON-EXCHANGE REVENUES	(145,738,266)	(139,797,527)
II.1.1.5. RECOVERY OF EXPENSES	(1,335,265)	(928,278)
II.1.1.6. OTHER NON-EXCHANGE REVENUES	(144,403,001)	(138,869,249)
II.1.2. EXCHANGE REVENUES	801,698	2,030,453
II.1.2.1. FINANCIAL INCOME	(270,088)	2,195,039
II.1.2.2. OTHER EXCHANGE REVENUE	1,071,786	(164,585)
II.2. EXPENSES	1,756,263,366	1,675,945,167
II.2. EXPENSES	1,756,263,366	1,675,945,167
II.2.10.OTHER EXPENSES	65,337,682	61,132,854
II.2.2. EXP IMPLEM BY COMMISS&EX.AGENC. (DM)	33,662,506	33,461,870
II.2.3. EXP IMPL BY OTH EU AGENC&BODIES (IM)	264,437,708	220,602,474
II.2.4. EXP IMPL BY 3RD CNTR & INT ORG (IM)	(29,499)	319,793
II.2.5. EXP IMPLEM BY OTHER ENTITIES (IM)	1,392,849,659	1,360,425,740
II.2.6. STAFF AND PENSION COSTS	-	
II.2.8. FINANCE COSTS	5,311	2,435
STATEMENT OF FINANCIAL PERFORMANCE	**1,611,326,798**	**1,538,178,094**

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

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

TABLE 5bis : OFF BALANCE SHEET EAC

OFF BALANCE	**2016**	**2015**
OB.1. Contingent Assets	-	622,401
GR for performance		-
GR for pre-financing	-	622,401
OB.3. Other Significant Disclosures	-	(744,330,689)
OB.3.2. Comm against app. not yet consumed	-	(744,330,689)
OB.4. Balancing Accounts	-	743,708,288
OB.4. Balancing Accounts	-	743,708,288
OFF BALANCE	**-**	**-**

TABLE 6: AVERAGE PAYMENT TIMES FOR 2016 - DG EAC

Legal Times

Maximum Payment Time (Days)	Total Number of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
30	10,125	10,021	98.97 %	10	104	1.03 %	36
40	3	3	100.00 %	24			
45	5	4	80.00 %	27	1	20.00 %	58
50	85	85	100.00 %	23			
60	303	303	100.00 %	18			
75	3	3	100.00 %	20			
90	31	31	100.00 %	35			
Total Number of Payments	**10,555**	**10,450**	**99.01 %**		**105**	**0.99 %**	
Average Net Payment Time	**10**			**10**			**36**
Average Gross Payment Time	**17**			**16**			**52**

Target Times

Target Payment Time (Days)	Total Number of Payments	Nbr of Payments within Target Time	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)
20	108	99	91.67 %	13	9	8.33 %	31
30	38	35	92.11 %	13	3	7.89 %	42
50	23	23	100.00 %	27			
60	2	2	100.00 %	13			
Total Number of Payments	**171**	**159**	**92.98 %**		**12**	**7.02 %**	
Average Net Payment Time	**16**			**15**			**34**
Average Gross Payment Time	**18**			**17**			**35**

Suspensions

Average Report Approval Suspension	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	95	697	6.60 %	10,555	113,725,065	5.07 %	2,241,766,926

Late Interest paid in 2016			
DG	**GL Account**	**Description**	**Amount (Eur)**
EAC	65010100	Interest on late payment of charges New FR	652
			652

		Revenue and income recognized			Revenue and income cashed from			Outstanding balance
	Chapter	Current year RO	Carried over RO	Total	Current Year RO	Carried over RO	Total	balance
		1	2	3=1+2	4	5	6=4+5	7=3-6
52	REVENUE FROM INVESTMENTS OR LOANS GRANTED, BANK AND OTHER INTEREST	156,704	68,616	225,321	154,918	58,582	213,500	11,821
57	OTHER CONTRIBUTIONS AND REFUNDS IN CONNECTION WITH THE ADMINISTRATIVE OPERATION OF THE INSTITUTION	1,717,638	-	1,717,638	1,717,638	-	1,717,638	-
59	OTHER REVENUE ARISING FROM ADMINISTRATIVE MANAGEMENT	993,763	-	993,763	993,763	-	993,763	-
60	CONTRIBUTIONS TO UNION PROGRAMMES	154,468,171	-	154,468,171	147,617,254	-	147,617,254	6,850,917
66	OTHER CONTRIBUTIONS AND REFUNDS	79,739,977	6,128,779	85,868,756	64,389,700	5,862,035	70,251,734	15,617,022
70	INTEREST ON LATE PAYMENTS	8,440	78	8,518	7,702	78	7,779	738
90	MISCELLANEOUS REVENUE	-	4,884	4,884	-	2,969	2,969	1,915
	Total DG EAC	**237,084,693**	**6,202,357**	**243,287,050**	**214,880,973**	**5,923,663**	**220,804,637**	**22,482,413**

TABLE 7 : SITUATION ON REVENUE AND INCOME IN 2016

TABLE 8 : RECOVERY OF PAYMENTS
(Number of Recovery Contexts and corresponding Transaction Amount)

INCOME BUDGET RECOVERY ORDERS ISSUED IN 2016	Irregularity		Total undue payments recovered		Total transactions in recovery context(incl. non-qualified)		% Qualified/Total R	
Year of Origin (commitment)	Nbr	RO Amount	Nbr	RO Amount	Nbr	RO Amount	Nbr	Amount
2004					4	12,999		
2005					4	8,338		
2006					7	29,802		
2007					7	26,059		
2008					13	59,073		
2009					13	115,310		
2010	1	182	**1**	**182**	31	4,827,543	3.23%	0.00%
2011	1	311,384	**1**	**311,384**	77	17,731,777	1.30%	1.76%
2012	1	25,483	**1**	**25,483**	79	61,992,342	1.27%	0.04%
2013					22	3,362,976		
2014					5	89,330		
2015					92	2,403,139		
2016					28	1,435,604		
No Link					8	372,990		
Sub-Total	**3**	**337,049**	**3**	**337,049**	**390**	**92,467,281**	**0.77%**	**0.36%**

EXPENSES BUDGET	Error		Irregularity		OLAF Notified		Total undue payments recovered		Total transactions in recovery context(incl. non-qualified)		% Qualified/Total RC	
	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount	Nbr	Amount
INCOME LINES IN INVOICES												
NON ELIGIBLE IN COST CLAIMS	5	832	35	81,643			**40**	**82,475**	42	160,874	95.24%	51.27%
CREDIT NOTES	10	37,480	25	41,130			**35**	**78,610**	208	928,369	16.83%	8.47%
Sub-Total	**15**	**38,312**	**60**	**122,774**			**75**	**161,085**	**250**	**1,089,243**	**30.00%**	**14.79%**
GRAND TOTAL	**15**	**38,312**	**63**	**459,823**			**78**	**498,134**	**640**	**93,556,523**	**12.19%**	**0.17%**

TABLE 9: AGEING BALANCE OF RECOVERY ORDERS AT 31/12/2016 FOR EAC						
	Number at 01/01/2016	**Number at 31/12/2016**	**Evolution**	**Open Amount (Eur) at 01/01/2016**	**Open Amount (Eur) at 31/12/2016**	**Evolution**
1999	1	1	0.00 %	8,000	8,000	0.00 %
2002	1	1	0.00 %	66,035	66,035	0.00 %
2003	2	1	-50.00 %	38,667	18,667	-51.72 %
2005	5	3	-40.00 %	93,094	86,105	-7.51 %
2008	1	1	0.00 %	35,260	35,260	0.00 %
2009	1	1	0.00 %	6,586	6,586	0.00 %
2012	1	1	0.00 %	56,126	56,126	0.00 %
2014	1	1	0.00 %	1,915	1,915	0.00 %
2015	18		-100.00 %	5,896,674		-100.00 %
2016		28			22,203,719	
	31	38	22.58 %	6,202,357	22,482,413	262.48 %

TABLE 10 : RECOVERY ORDER WAIVERS IN 2016 >= EUR 100.000						
	Waiver Central Key	**Linked RO Central Key**	**RO Accepted Amount (Eur)**	**LE Account Group**	**Commission Decision**	**Comments**

Total DG	

Number of RO waivers	

TABLE 11 : CENSUS OF NEGOTIATED PROCEDURES - DG EAC - 2016

Procurement > EUR 60,000

Negotiated Procedure Legal base	Number of Procedures	Amount (€)
Art. 134.1(b)	1	119,149.00
Total	**1.**	**119,149.00**

TABLE 12 : SUMMARY OF PROCEDURES OF DG EAC EXCLUDING BUILDING CONTRACTS

Internal Procedures > € 60,000		
Procedure Type	**Count**	**Amount (€)**
Call for expressions of interest - Pre-selection of candidates (Art. 136.1(a) RAP)	1	94,231.00
Exceptional Negotiated Procedure without publication of a contract notice (Art. 134 RAP)	1	119,149.00
Negotiated Procedure with at least five candidates below Directive thresholds (Art. 136a RAP)	1	79,740.00
Open Procedure (Art. 104(1) (a) FR)	3	3,249,900.00
Open Procedure (Art. 127.2 RAP)	4	69,437,300.00
TOTAL	**10**	**72,980,320.00**

TABLE 13 : BUILDING CONTRACTS

Total number of contracts :	
Total amount :	

Legal base	Contract Number	Contractor Name	Description	Amount (€)

No data to be reported

TABLE 14 : CONTRACTS DECLARED SECRET

Total Number of Contracts :	
Total amount :	

Legal base	Contract Number	Contractor Name	Type of contract	Description	Amount (€)

No data to be reported

ANNEX 4: Materiality criteria

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

- Significant repetitive errors detected during ex post controls or supervision exercises. The frequency and duration of the errors will be the determining factor to judge their significance.

- Significant weakness in one of the control systems identified by auditors, in supervision exercises, or in the assessment of the implementation of the internal control standards. A particularly relevant case for DG EAC would be identified weaknesses in the control chain of National Agencies.

- Situation where a major critical issue that is of relevance to the declaration has been identified by the European Court of Auditors, the Internal Audit Service or the Internal Audit Capability.

- Situation where the DG knows that it does not have sufficient evidence from internal control systems or audit coverage.

- Situation where the DG has evidence that a significant risk remain unmitigated.

- A significant risk for the reputation of the Commission.

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

As the DG implements its budget through three very different implementation modes (see section 2.1-2.2), which have different risk profiles and which each have their own control and supervision arrangements, it is considered that observed quantified weaknesses should be assessed against the part of the budget spent in each specific implementation mode. As the Directors of the executive agencies are Authorising Officers by Delegation for the parts of the programmes delegated to them, they take responsibility for this spending in their declaration of assurance in the AARs of the executive agencies. Consequently, the operational spending through executive agencies is not part of the declaration of assurance of the Director General of the parent DGs, only the subsidy for the EA's operating budget. The following diagram gives an overview of the discussed basis for assessing materiality for the two other implementation modes.

Overview of basis for assessing materiality

	Erasmus+ 15.02	Horizon 2020 15.03	Creative Europe 15.04
Indirect management through NAs			
Direct management by DG EAC			

In order to better capture the multi-annual nature of programmes and control activities, a multi-annual approach to the calculation of error rates has been introduced as from AAR 2012. The detected error rate calculated in the 2016 AAR is based on audits carried out over the prior 6 years. Cashed recoveries related to the audit findings (no extension of audit findings is possible in the context of DG EAC's beneficiary population) are deducted to arrive at the residual error rate. If the amount at risk surpasses 2% of the budget for a specific implementation mode during the multiannual reporting period, a reservation should be considered.

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

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

- Analyse the effectiveness of the control system of each NA/NAU combination and conclude, based on all available information (audits, visits, Declarations of Assurance, reporting…), if the system gives acceptable, partial or no assurance.

- Identify the part of the budget that has been executed through systems with acceptable, partial and no assurance.

- Deduct any relevant suspensions of payments and any financial corrections to obtain the maximum open exposure.

- As an approximation for the potential exposure, consider that 20% of the calculated maximum open exposure is at risk for NA/NAUs with no assurance; 5% of the exposure for NA/NAUs with partial assurance; the observed error rate in random testing for NA/NAUs with acceptable assurance.

ANNEX 5: Internal Control Template(s) for budget implementation (ICTs)

Procurement management

Stage 1: Programming, evaluation and selection of tenders

A - Preparation, adoption and publication of the Annual Work Programme and Calls for tender and other procurement procedures

Main control objectives: Ensuring that the tenders submitted meet the objectives, priorities and needs set by DG EAC; Compliance.

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Risk that the annual work programme and the subsequent calls for tender or other procurement procedures do not adequately reflect the objectives and priorities or are not consistent with DG EAC legal bases. Risk that the needs are not well defined (operationally and economically) and that the procedure to procure was inappropriate.	Definition of needs and procedures to be launched in the Work program or other planning tools. Tenders discussed during directorial management meetings and sometimes at the level of the Directors Board. Planning of procedures and monitoring at the level of central financial unit, collaboration with Service Support to Directors (SuDs) and Operating Units (OU).	**Coverage / Frequency**: 100% of procurement procedures (nature of checks may differ for specific contracts under non-competitive Framework Contracts) **Depth**: In-depth analysis of procedures maybe differentiated depending on the type of procedure	**Costs**: *Cost of staff involved in procurement planning* **Benefits**: *Qualitative benefits: Comprehensive Work Programme and planning give assurance that procedures meet DG EAC objectives, priorities and needs and that the procedures are appropriate to the needs.*	**Effectiveness**: *% of number of calls and other procurement procedures launched / number of calls and other procurement procedures planned in WP or other planning tools*
Risk of high quality offers not being submitted due to the choice of the procedure and/or the specifications	Regular preparatory meetings between central financial unit and OU before launching the procedures	**Coverage / Frequency**: 100% of procurement procedures (nature of checks may differ for specific contracts under		

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	Financial circuit : Central Financial Unit validation and AOS approval on specifications	non-competitive Framework Contracts) **Depth**: In-depth analysis of the procedures maybe differentiated depending on the type of procedure		

B - Selecting and awarding: Evaluation, ranking and selection of tenders

Main control objectives: Ensuring that the tenders submitted meet the objectives, priorities and needs set by DG EAC; Compliance; Prevention of fraud.

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Risk of most advantageous offer not being selected, due to a deficiencies in the selection/evaluation process	Documented procedures available for OU together with templates on intranet (Based on Business Process Management analysis) Appointment of the evaluation committee members who might be	**Coverage / Frequency**: 100% of procurement procedures (nature of checks may differ for specific contracts under non-competitive Framework Contracts) **Depth**: In-depth analysis of procedures maybe	**Costs**: Cost of staff involved in the selection/evaluation of calls. If applicable, cost of the external experts **Benefits**:	**Effectiveness:** *% of number of evaluated tenders / total number of tenders received*

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	assisted for important calls by independent experts Validation by the AO of the evaluation stage In addition, if applicable: opinion of advisory bodies Training sessions on new regulatory provisions for procurement given to staff involved in contracts management. Systematic checks on operational and legal aspects performed before signature of the contract.	differentiated depending on the type of procedure	A robust selection/evaluation process allows the DG to cover its needs in an efficient way and limits the possible litigations High quality services provided	

Stage 2: Contracting and monitoring the execution

Main control objectives: Ensuring that the tenders submitted meet the objectives, priorities and needs set by DG EAC. Ensuring that the operational results (deliverables) are of good value and meet the objectives and conditions; ensuring that the related financial operations comply with regulatory and contractual provisions; prevention of fraud; ensuring appropriate accounting of the operations; compliance.

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Risk of payments which are not in accordance with the applicable contractual and regulatory provisions. Risk of non-implementation of the contract (the tasks foreseen are not, totally or partially carried out in accordance with the technical description and requirements foreseen in the contract) Risk of inadequate quality or not reaching policy objectives	Effective external communication and guidance to the tenderers. Preparatory meetings for sensitive and high risk contracts. Operational and financial checks in accordance with the financial circuits and the provisions of the contractual documents in order to ensure that each stage (including amendment) of the procedure/work programme is correctly and fully implemented. Monitoring measures are put in place also at the moment of interim reports.	**Coverage / Frequency**: 100% of procurement procedures **Depth**: In case of doubts at the time of payment, more in-depth controls are put in place	**Costs**: Cost of staff involved in this phase **Benefits**: Qualitative and quantitative benefits : Detection of errors before payment, sound financial management and respect of contractual provisions Reduction of the committed amounts for contracts and more efficient use of funds due to risk detection.	**Effectiveness**: Number of suspended or refused reports/total number of reports

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	Supervision and authorisation by the AO during the procedure/work programme implementation		Reduction of the error rate Operational results are of good value and meet the objectives and conditions	

Stage 3: Ex-post controls

A - Reviews, audits and monitoring

Main control objectives: Measuring the level of error in the population after ex-ante controls have been undertaken; detect and correct any error or fraud remaining undetected after the implementation ex-ante controls; identifying possible systemic weaknesses in the ex-ante controls, or weaknesses in the rules

Main risks It may happen (again) that…	**Mitigating controls**	**How to determine coverage, frequency and depth**	**How to estimate the costs and benefits of controls**	**Control indicators**
Risk of not detecting by ex-ante controls errors, non-compliance with specifications or potential frauds The ex-post controls focus on the detection of external errors (e.g. made by beneficiaries and contractors), which is the main driver of the error rate.	At intervals carry out ex-post controls and external audits of a representative sample of operations to measure the level of error in the population after ex-ante controls have been performed Additional sample if necessary to address specific risks At intervals IAC audits carried out on DG EAC procedures Ex-post controls and	MUS and random Selection Audit programme of approximately 10 MUS and 10 randomly selected items per year on procurement, with a coverage of 3%, and a 100% depth of testing. Period checks of procurement transactions in the context of the regular accounting control process	**Costs**: Cost of staff involved in the coordination and execution of the ex-post controls and audits. **Benefits**: Reduction in the number and budget value of the errors detected by the auditors. Improvement of ex-ante controls or risk approach in ex-ante controls by feeding back findings from audits.	**Effectiveness**: Consistent error rate data for the AAR.

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	audit planning and monitoring of the action plan implementation. In case of systemic error being detected, extrapolation to all similar non-audited procedures.		Improvement in rules and guidance from feedback from audits.	

Grants direct management

Stage 1: Programming, evaluation and selection of proposals

A - Preparation, adoption and publication of the Annual Work Programme and Calls for proposals and other grants procedures

Main control objectives: Ensuring that the proposals submitted meet the objectives and priorities set by DG EAC; Compliance; Prevention of fraud

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The annual work programme and the subsequent calls for proposals or other grant procedures do not adequately reflect the objectives and priorities,	Hierarchical validation within the authorising department Inter-service	**Coverage / Frequency**: 100% **Depth**:	**Costs**: estimation of cost of staff involved in the preparation and validation of the annual work programmes and calls or other grant	**Effectiveness**: % of number of calls or other grant procedures launched / number of calls or other grant procedures planned in

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
are incoherent and/or the essential eligibility, selection and award criteria are not adequate to ensure the evaluation of the proposals. The annual work programmes are not consistent with DG EAC legal bases.	consultation, including all relevant DGs; adoption by the Commission Explicit allocation of responsibility. Validation of calls or other grant procedures by the central financial unit before launching the procedure	All work programmes and calls or other grant procedures are thoroughly reviewed at all levels, including for operational and legal aspects. In-depth controls are put in place for riskier grant procedures.	procedures. **Benefits**: Qualitative benefits. A good Work Programme and well prepared calls or other grant procedures give assurance that applications meet DG EAC objectives and priorities. Clear planning/programming ensure simplification of procedures Quantitative benefits: number of applications or number of work program objectives met.	WP
In the preparation of simplified form of grants, the categories of eligible costs are not clearly identified in advance	Methodologies on calculating simplified form of grants have been prepared. Commission decisions were taken on their use.	**Coverage / Frequency**: 100% of procedures concerned by simplified forms of grants **Depth**: in-depth analysis	**Costs**: estimation of cost of staff involved in the preparation and implementation of simplified form of grant	**Effectiveness:** % number of grant procedures concerned by simplified forms of grants/total number of

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	The method for determining lump sums, unit costs or flat-rate financing is based on either adequate statistical data, certified historical data or usual accounting practices of the beneficiary. Regular meetings between central financial unit and Operational Unit (OU) were organised to discuss the methodologies and to harmonize the use of this form of grants at the lever of the DG Regular monitoring/follow-up of their implementation in DG EAC.	for categories of costs with high degree of complexity and risk	**Benefits**: Qualitative benefits refer to simplification of grants procedures and consequent ease of application.	grant procedures

B - Selecting and awarding: Evaluation, ranking and selection of proposals

Main control objectives: Ensuring that the proposals submitted meet the objectives and priorities set by DG EAC; Compliance; Prevention of fraud

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The evaluation, ranking and selection of proposals is not carried out in accordance with the established procedures, the objectives and priorities and the eligibility, selection and award criteria defined in the annual work programme and subsequent calls for proposals and/or invitations to submit proposals.	Documented procedures available to operational staff with relevant guidance documents such as templates e.g., via the intranet (based on Business Process Management analysis) Appointment of the evaluation committee members who might be assisted for important calls by independent experts Evaluation committee members are selected for their technical expertise and independence (e.g. sworn declaration for conflicts of interests)	100% of individual or spontaneous applications are evaluated. More in depth analysis can be carried out depending on the type of grants	**Costs**: estimation of cost of staff involved in the evaluation process. If applicable, cost of the external experts **Benefits**: a robust evaluation process contributes to assurance on the good implementation of the WP	**Effectiveness:** *% of number of evaluated applications / total number of applications received*

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	Validation by the AO of the evaluation stage In addition, if applicable: opinion of advisory bodies; comitology where appropriate Training sessions on new regulatory provisions for grants given to staff involved in grant management to improve performance Systematic checks on operational and legal aspects performed before signature of the grant agreement or decision.			

Stage 2: Contracting

Main control objectives: Ensuring that the proposals accepted meet the objectives and priorities set by DG EAC; Compliance

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Procedures do not comply with the regulatory framework.	Documented procedures available to operational staff with relevant guidance documents such as templates e.g., via the intranet(based on Business Process Management process analysis) Project Officers implement evaluators' recommendations in contracting with applicants Hierarchical validation of proposed adjustments. Ex-ante verification of the proposed budget Signature of the grant agreement or decision by the AO.	100 % of proposals are checked by financial initiators and verifiers before commitment Depth may be differentiated depending on the nature of the grant or beneficiary	**Costs**: estimation of cost of staff involved in the contracting process. **Benefits**: Qualitative benefits: The mitigating controls put in place to ensure the respect of rules and procedures contribute to avoiding possible errors at the stage of contracting.	**Effectiveness**: % of errors or challenges to contractual procedures

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators

Stage 3: Monitoring the execution

Main control objectives: ensuring that the operational results (deliverables) from the projects are of good value and meet the objectives and conditions; ensuring that the related financial operations comply with regulatory and contractual provisions; prevention of fraud; ensuring appropriate accounting of the operations

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
The actions foreseen are not, totally or partially carried out in accordance with the technical description and requirements foreseen in the grant agreements or decisions and/or the amounts paid exceed what is due in accordance with the applicable contractual and regulatory provisions.	Kick-off meetings (if applicable) and "launch events" involving the beneficiaries in order to avoid beneficiary reporting errors. Effective external communication about guidance to the beneficiaries. Operational and financial checks in accordance with the financial circuits and the provisions of the contractual documents in order to ensure that each stage (including amendment) of the action/work programme is correctly and fully	100% of the projects are controlled each time a payment is made or an amendment is issued. In case of doubts at the moment of the payment, more in-depth controls are put in place.	**Costs**: estimation of cost of staff involved in this phase. **Benefits**: any reduction of the committed amounts for grants due to risk materialization. (data not available so far) Reduction of the error rate. Operational results from the projects are of good value and meet the objectives and conditions	**Effectiveness**: % of errors detected at an operational or financial level

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	implemented. Supervision and authorisation by the AO during the action/work programme implementation. Audit certificates for final payments required in compliance with FR.			
Non-detection of grants with high risk of non-implementation when no bank guarantee is requested.	Methodology on evaluation of pre-financing risks and guidelines on pre-financing payments are in place in conformity with FR Training sessions on new regulatory provisions for grants given to staff involved in grants management Workshops on risk	100% of grants for which a pre-financing is foreseen are subject to a risk analysis An in-depth evaluation of risks is carried out for each grant concerned by a pre-financing, based on a set of criteria (value, duration, type of grant, subject, financial capacity, type of payments).	**Cost:** estimation of cost of staff involved in risk analysis **Benefits:** assurance that riskier actions are identified and mitigating measures (e.g. guarantees) are taken in order to preserve EU financial interests.	**Effectiveness**: % number risk analysis/number of grants concerned by pre-financing payment

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	assessment for staff concerned Verification at the stage of payments			

Stage 4: Ex-post controls

A - Reviews, audits and monitoring

Main control objectives: Measuring the level of error in the population after ex-ante controls have been undertaken; detect and correct any error or fraud remaining undetected after the implementation ex-ante controls; identifying possible systemic weaknesses in the ex-ante controls, or weaknesses in the rules

Main risks It may happen (again) that…	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Risk of not detecting by ex-ante controls errors or non-compliance with specifications or frauds The ex-post controls focus on the detection of external errors (e.g. made by beneficiaries, which is the main driver of the error rate.	At intervals carry out ex-post controls and external audits of a representative sample of operations to measure the level of error in the population after ex-ante controls have been performed. Additional sample to address specific risks, where appropriate. At intervals IAC audits carried out on DG EAC procedures Ex-post controls and	MUS Selection Audit programme of approximately 10 externally contracted audits per year on projects, with a coverage of 10%, and a 100% depth of testing. Period checks of grant transactions in the context of the AAR and the regular accounting control process	**Costs**: Cost of staff involved in the coordination and execution of the ex-post controls and audits. **Benefits**: Reduction in the number and budget value of the errors detected by the auditors. Improvement of ex-ante controls or risk approach in ex-ante controls by feeding back findings from audits.	**Effectiveness:** Consistent error rate data for the AAR.

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
	audit planning and monitoring of the action plan implementation. In case of systemic error detected extrapolation to all the non-audited similar procedures.		Improvement in rules and guidance from feedback from audits.	

B - Implementing results from ex-post audits/controls

Main control objectives: Ensuring that the (audit) results from the ex-post controls are implemented.

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
Risk of non-implementing of action plans for correcting errors, irregularities and cases of fraud detected	Ex-post supervision strategy, performed by external auditors, AOSD decision based on the recommendation of the auditors and proper follow up of recoveries.	100% of results are implemented	**Costs**: Cost of staff involved in the implementation of the audit results. **Benefits**: Budget value of the errors, detected by ex-post controls/audits,	**Effectiveness:** Recovery of ineligible amounts

Main risks It may happen (again) that...	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Control indicators
			which have actually been corrected	

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

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

Main risks *It may happen (again) that…*	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
The establishment (or prolongation) of the mandate of the National Agency is affected by legal issues, which would undermine the legal basis for the management of the related decentralised EU funds (via that particular National Agency).	Before the Commission signs a contract (Delegation Agreement) with the National Agency, DG EAC a) reviews the ex-ante compliance assessment and b) approves the work programme of the National Agency. After each year of programme implementation, the Independent Audit Bodies provide an audit opinion on the proper management of the funds by the NAs, on the functioning of their control system and on the probity of the accounts presented in the Yearly NA Reports. DG EAC has set minimum standards of control and procedures for the NAs (Guide for National Agencies, updated	**Coverage/Frequency**: 100% **Depth**: Checklist includes a list of the requirements of the regulatory provisions to be complied with. If risk materialises, funds delegated during the year(s) to the entrusted entity may be subject to error and irregularity	**Costs**: estimation of cost of staff involved in the preparation, adoption and selection work. **Benefits**: The potential error which could affect the budget amount entrusted to the National Agency, if significant (legal) errors would otherwise be detected.	**Effectiveness**: Smooth transition to new NA or to new competences of the existing NA. **Efficiency**: Timely conclusion of process.

Main risks *It may happen (again) that…*	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
	annually) and issued Guidelines for National Authorities in relation to the responsibilities of the Independent Audit Body. Negotiation of legal base with the Legislative Authority, following which the designation of the National Authority, National Agency and Independent Audit Body.			

Stage 2 – Ex-ante (re)assessment of the entrusted entity's financial and control framework (towards "budget autonomy"; "financial rules").

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

Main risks *It may happen (again) that…*	**Mitigating controls**	**How to determine coverage, frequency and depth**	**How to estimate the costs and benefits of controls**	**Possible control indicators**
The financial and control framework deployed by the National Agency is not fully mature to guarantee achieving all 5 ICOs (*legality and regularity, sound financial management, true and fair view reporting, safeguarding assets and information, anti-fraud strategy*). For the Erasmus+ programme (2014-2020): - Ex-ante Compliance Assessments for the new National Agencies are of poor quality	Erasmus+ Programme (2014-2020): Guidance documents on the designation of National Agencies under Erasmus+, on the ex-ante Compliance Assessments and on the transition/handover between National Agencies Ex-ante assessment, conditional to sign a Delegation Agreement with the new National Agency Guidance to Independent Audit Bodies Hierarchical validation by the AOSD of the Directorate competent for the NA coordination.	**Coverage/frequency**: 100% of National Agencies **Depth** : all ex-ante assessment are analysed with the same depth, independently of the level of decentralised funds that will be entrusted to the National Agency	**Costs**: estimation of cost of staff involved in the ex-ante assessment process (which includes missions). **Benefits**: The potential error in the (average annual) total budget avoided.	**Effectiveness**: Positive performance of stakeholders achieved **Efficiency Indicators**: Timeliness of process (guidance is clear and properly applied by stakeholders)

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

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

Main risks ***It may happen (again) that…***	**Mitigating controls**	**How to determine coverage, frequency and depth**	**How to estimate the costs and benefits of controls**	**Possible control indicators**
Due to weak "modalities of cooperation, supervision & reporting", the Commission is not (promptly) informed of relevant management issues encountered by the National Agency, and/or does not (promptly) react upon notified issues by mitigating them or by making a critical observation and recommendation for them – which may reflect negatively on the Commission's governance reputation and quality of accountability reporting.	The Commission – National Agency Agreement (for LLP/YiA) or Delegation Agreement (Erasmus+) specifying the control, accounting, audit, publication, etc. related requirements – *incl. the modalities on reporting back relevant and reliable control results* Analysis and assessment of yearly Management Declarations, including yearly NA reports, of National Agencies. Analysis of ad hoc reports submitted by National Agencies throughout the year on new cases of irregularities and (potential) fraud. Specific instructions for NAs on prevention, detection and reporting on irregularities and fraud (as from 2016). Ad hoc analytical reviews of data encoded by NAs	**Coverage**: 100% of the National Agencies are monitored/supervised. 100% of the audit opinions provided by the Independent Audit Bodies are supervised. **Frequency**: annually <u>In case of</u> operational and/or financial issues, measures are being reinforced. The **depth** is the same for all National Agencies.	**Costs**: - estimation of cost of staff involved in the actual (regular or reinforced) monitoring and supervising the National Agencies (which includes missions) - cost of externalised financial audits of COM-NA Agreements of National Agencies **Benefits**: Assurance on the budget amount entrusted to the National Agency.	**Effectiveness**: Conclusions reached on the basis of annual reports and Management Declarations are confirmed by monitoring visits, audits and other supervisory activities. **Efficiency Indicators**: Timeliness of delivery of Management Declarations, annual NA reports, annual audit opinions and annual reports of National Authorities **Cost effectiveness :** Long term resource monitoring

Main risks *It may happen (again) that…*	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
	in EPlusLink (two reviews made in 2016: one on respect of legal deadlines concerning the project lifecycle and another on primary checks) Analysis and assessment of yearly audit opinions of Independent Audit Bodies on the yearly NA Management Declarations. Analysis and assessment of the yearly reports of National Authorities on their monitoring and supervision activities (October reports). Risk-based supervisory visits to National Agencies and National Authorities Financial audits on yearly sampled of National Agencies Regular reporting to Senior Management and in AAR of the supervision results. Regular NA meetings, webinars and training of NA staff Yearly seminar/webinar with National Authorities			

Main risks *It may happen (again) that…*	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
	and Independent Audit Bodies and regular updates and improvements of guidelines for them If appropriate/needed: - monitoring visits to National Agencies to support and provide advice - individual targeted follow-up of critical recommendations - precautionary measures - intervention, e.g. via own audits on-the-spot, - referral to OLAF			

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

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

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

Stage 5 – Audit and evaluation, Discharge for decentralised agencies

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

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

Main risks *It may happen (again) that…*	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
	actions that it manages). Types and minimum requirements for controls are set out by DG EAC and are legally binding for the National Agencies. Own supervisory visits of National Agencies and/or National Authorities Yearly sample of selected National Agencies for financial audit - referral to OLAF			

Stage 1 – Establishment (or prolongation) of the mandate to the entrusted entity ("establishment act" and "delegation act").

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

Main risks	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
The establishment (or prolongation) of the mandate of the entrusted entity is affected by legal issues, which would undermine the legal basis for the management of the related EU funds (via that particular entity). The mandate is not finalised in time to allow programme implementation to proceed by the Agency/ entity.	Existing and long established general legal bases (since 2003 for EAs), multiple mandate extensions in the past Cost-benefit analysis carried out by external consultant and adjustments thereafter ensure value for money Standard template provided by central services and standard wording Hierarchical validation within the authorising department Inter-service consultation, including all relevant DGs Opinion of Council (Committee on Executive Agencies) and Parliament Adoption by the	**Coverage/Frequency**: 100%/once **Depth**: Standard templates include all requirements of the regulatory provisions to be complied with. If extreme challenge to the legality of the establishment and delegation materialises, regularity of funds delegated during the year(s) to the entrusted entity could be questioned. Impact of late adoption would affect effectiveness and efficiency.	**Costs**: cost of staff involved in the preparation, adoption and selection work: this is a largely unavoidable cost and arises infrequently. **Benefits**: Reputational risk of parent DGs intact. Avoidance of possible additional costs which might result from delays.	**Effectiveness**: Quality of the legal work (basic act, LFS and delegation act, etc): number of control failures; number of initially negative CIS opinions and timeliness. No litigation cases. No OLAF inquiries. No ECA criticism. **Efficiency**: Ease of application – timeliness.

Main risks	Mitigating controls	How to determine coverage frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
	Commission Possibility to make necessary clarifications to the text in the context of revision of the Delegation Act Specific Financial Regulation For EIT, establishment and governance process established by regulation 294/2008. For EIF, FAFA and Template Delegation Agreement coordinated by central services and used with only minor derogations.			

Stage 2 – Ex-ante (re)assessment of the entrusted entity's financial and control framework (towards "budget autonomy"; "financial rules").

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

Main risks	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
The financial and control framework deployed by the entrusted entity is not fully mature to guarantee achieving all 5 ICOs (*legality and regularity, sound financial management, true and fair view reporting, safeguarding assets and information, anti-fraud strategy*).	Verification of the equivalence and guaranty of the system of internal control As EACEA and REA are well established, the mitigating controls regarding a serious breakdown in the control framework can be regarded as at "cruising speed". The supervision arrangements constitute the principle control mechanism to ensure the high quality of EACEA's and REA's control structures are maintained. For EIT, full financial autonomy will be granted only after a positive ex-ante assessment of the management	**Coverage/frequency**: DG EAC does not carry out direct controls on the underlying transactions (except for EIT's reinforced supervision by DG EAC), but uses the supervision mechanisms in place to ensure ICOs are being achieved. **Depth**: if there was a (hypothetical) particularly serious issue, the parent DGs of the Agency can perform in-depth checks under Article 22 of the Delegation Act of EAs. Monitoring visits on operational matters on-the-spot also contribute to assessment of the effectiveness of the framework.	**Costs**: not applicable, no ex-ante assessment process required. **Benefits**: Reputational risk of parent DGs intact.	**Effectiveness**: Potential requirement for parent DGs to increase supervision due to deterioration in "Stage 3" indicators **Efficiency Indicators**: Deterioration in "Stage 3" indicators of time-to-pay, etc.

Main risks	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
	environment Prior approval by Commission for the riskier transactions (contracts above EUR 60 000 and grants). For EIF, the financial and control framework is specified in detail by the Delegation Agreement and closely monitored by the Commission as well as using the assurance provided by the Independent Audit Body.			

Stage 3 – Operations: monitoring, supervision, reporting ("representation" / "control with the entity").

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

Main risks	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
Due to weak "modalities of cooperation, supervision & reporting", the Commission is not aware of relevant management issues encountered by the entrusted entity, and/or does not react on a timely basis to issues notified by mitigating them or by making a reservation for them – which may reflect negatively on the Commission's governance effectiveness and quality of accountability reporting.	For EAs, Delegation Act specifying the control, accounting, audit, publication, etc. related requirements including reporting of error rates and the reservations in the context of the Annual Activity Report. For the EIF, monitoring via regular reporting and the Steering Committee for the instruments. For the EIT, oversight by Governing Board as well as representation on *ad hoc* working groups, in addition to the current second level *ex ante* check on financial transactions. Monitoring or supervision of the entrusted entity (e.g. 'regular' monitoring meetings at operational level; <u>review of reported control results and any underlying mngt/audit reports</u>; representation	**Coverage**: 100% of the entities are monitored/supervised. **Frequency**: regular budget and asset management reports, quarterly coordination and Steering Committee meetings, etc. <u>For EAs, in case of</u> operational and/or financial issues, measures can be reinforced under Article 22 of the Delegation Act to any depth that is deemed appropriate.	**Costs**: estimation of cost of staff involved in the actual (regular or reinforced) monitoring of the entrusted entities. **Benefits**: The potential error in the (average annual) total budget avoided.	**Effectiveness**: Relevance and reliability of the overall performance of the supervision arrangements, and their coherence with the conclusions provided by external sources (evaluations, IAS, ECA, OLAF, complaints, etc.) **Efficiency Indicators**: Timeliness of provision of information resource monitoring of administrative cost.

Main risks	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
	and intervention in the Steering Committee, scrutiny of the Annual Activity Report, etc). Management review of the supervision results. <u>If appropriate/needed:</u> - reinforced monitoring of operational and/or financial aspects of the entity - intervention, e.g. via own audits on-the-spot, - potential escalation of any major governance-related issues with entrusted entities - referral to OLAF			

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

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

Main risks	Mitigating controls	How to determine coverage, frequency and depth	How to estimate the costs and benefits of controls	Possible control indicators
The Commission pays out the (next) contribution to the entrusted entity, while not being aware of the management issues that may lead to financial and/or reputational damage.	Reliance on "Stage 3" controls above, plus compliance with budget adopted by the Steering Committee/ governing board. If appropriate/needed: suspension or interruption of payments	**Coverage**: 100% of the contribution payments. **Frequency**: twice yearly as specified in the Memorandum of Understanding Depth covers the compliance and verification stages of the financial circuit.	**Costs**: estimation of cost of staff involved in the financial circuit of the contribution payments/recoveries to/from the entrusted entities. **Benefits**: The potential error in the (average annual) total budget avoided. **Benefits** in case of recovery or suspension/interruption: the amount and % value of budget recovered or not paid out due to identified irregularities.	**Effectiveness**: Number of queries regarding budgets or payments. **Efficiency Indicators**: Time-to-pay/recover.

Stage 5 – Audit and evaluation, Discharge for decentralised agencies

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

Main risks ***It may happen (again) that…***	**Mitigating controls**	**How to determine coverage, frequency and depth**	**How to estimate the costs and benefits of controls**	**Possible control indicators**
The Commission does not have sufficient information from independent sources on the entrusted entity's management performance, which prevents conclusions being drawn on the assurance for the budget entrusted to the entity – which may reflect negatively on the Commission's governance effectiveness and quality of accountability reporting.	Close review within the discharge and internal audit process of IAC, IAS and ECA findings and the entity's response. If appropriate/needed: - own ex-post audit(s) on-the-spot, by the Parent DG, of the entity and/or its beneficiaries, normally only in the context of a serious breakdown in the control framework. - potential escalation of any major governance-related issues with entrusted entities - referral to OLAF	**Coverage**: Entity's yearly audit sample of beneficiaries and multi-annual strategy. Sample as per the audit strategies of the IAC, IAS and ECA **Frequency**: EIT's IAC will perform multiple audits per year, ECA once a year, IAS relatively frequently. Normally, the sample will be statistically representative to enable drawing valid management conclusions about the entire population during the programme's lifecycle. For EAs, the **depth** can be reinforced under Article 22 of the Delegation Act to any depth that is deemed appropriate.	**Costs**: estimation of cost of staff involved in the coordination and execution of the own audits and outsourced audits (if any). **Benefits**: The potential error in the (average annual) total budget avoided. **Benefits**: budget value of the errors with the entity's beneficiaries detected by the own auditors, and subsequently corrected. Reputational benefits of clean audit opinion.	**Effectiveness**: Assurance being provided); consistent and credible error rate, residual error rate below tolerable threshold. ECA opinion on the account and legality and regularity of the underlying transactions Discharge granted **Efficiency**: Resource monitoring, estimation of benefits.

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

1. **Programmes concerned**: Erasmus+ (2014-2020) and Lifelong Learning and Youth in action (2007-2013)
2. **Annual budgetary amount** entrusted to these bodies in 2015: **<u>€ 1,665.8 million</u>** (see table for breakdown by national agency)
3. **Duration of the delegation** : 2014-2020
4. **Justification of recourse to indirect centralised management and justification of the selection of the bodies**: the recourse to national agencies and their appointment by the Member States/participant countries are set in the legal bases of the Erasmus+ programme at Articles 26, 27 and 28 of the Regulation (EU) No 1288/2013 of the European Parliament and of the Council of 11 December 2013 establishing 'Erasmus+'.

5. **Synthetic description of the implementing tasks entrusted to these bodies**

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

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

   iii. <u>Continuation and winding up of the actions from the Lifelong Learning (2007-2013) and Youth in Action (2007-2013) programmes.</u>

LIST OF ERASMUS+ NATIONAL AGENCIES[13] AND 2016 BUDGET BREAKDOWN

COUNTRIES			National Agency Erasmus+	2016 Annual budgetary amount[14] (€)
Belgium/DE	**BE03**	01_BE_DE_ALL	Jugendbüro der Deutschsprachigen Gemeinschaft VoG	661.578,44
Belgium/FR	**BE01**	01_BE_FR_EDU	Agence francophone pour l'éducation et la formation tout au long de la vie - AEF-Europe	14.509.719,60
Belgium/FR	**BE04**	01_BE_FR_YOU	BIJ - Bureau International Jeunesse (BIJ)	2.261.928,72
Belgium/NL	**BE02**	01_BE_NL_EDU	EPOS vzw	20.814.185,45
Belgium/NL	**BE05**	01_BE_NL_YOU	JINT	3.144.930,50
Bulgaria	**BG01**	02_BG_ALL	Human Resource Development Centre - HRDC	29.750.361,00
Czech Republic	**CZ01**	03_CZ_ALL	Dům zahraniční spolupráce (DZS) Centre for International Cooperation in Education	39.812.194,00
Denmark	**DK01**	04_DK_ALL	Danish Agency for Higher Education	23.505.430,10
Germany	**DE01**	05_DE_HE	Nationale Agentur für EU-Hochschulzusammenarbeit im Deutschen Akademischen Austauschdienst (NA-DAAD)	95.513.973,00
	DE03	05_DE_SE	Pädagogischer Austauschdienst der Kultusministerkonferenz, Nationale Agentur für EU-Programme im Schulbereich	17.095.188,04
	DE02	05_DE_VET_AE	Nationale Agentur Bildung für Europa beim Bundesinstitut für Berufsbildung	53.327.670,75
	DE04	05_DE_YOU	JUGEND für Europa	19.408.496,21

[13] Abstraction is made from the Swiss LLP/YiA NA.

[14] Funds for grant support (decentralised funds), contribution to networks and management costs

Estonia	**EE01**	06_EE_ALL	Centre for Educational Programmes, Archimedes Foundation	14.875.878,50
Ireland	**IE01**	07_IE_SE_VET_AE_YOU	Léargas the Exchange Bureau	11.802.058,48
	IE02	07_IE_HE	The Higher Education Authority	9.517.116,52
Greece	**EL01**	08_EL_EDU	IKY - State Scholarships' Foundation	37.569.655,00
	EL02	08_EL_YOU	INEDIVIM Youth and Lifelong Learning Foundation	4.764.748,00
Spain	**ES01**	09_ES_EDU	Servicio Español para la Intercionalización de la Educación (SEPIE)	132.792.371,25
	ES02	09_ES_YOU	AGENCIA NACIONAL ESPAÑOLA DE LA JUVENTUD (INJUVE) (Spanish National Agency for Youth)	12.718.702,00
France	**FR01**	10_FR_EDU	Agence Erasmus+ France / Education Formation	136.776.155,07
	FR02	10_FR_YOU	Institut National de la Jeunesse et de l'Education Populaire (INJEP)	14.808.462,32
Croatia	**HR01**	11_HR_ALL	Agencija za mobilnost i programme Euopske unije (AMPEU) Agency for Mobility and EU Programmes	16.594.161,00
Italy	**IT02**	12_IT_SE_HE_AE	Agenzia Nazionale Erasmus+ - INDIRE	104.105.440,74
	IT01	12_IT_VET	Agenzia Nazionale Erasmus + - ISFOL	36.507.017,38
	IT03	12_IT_YOU	Agenzia nazionale per i giovani	13.509.670,88

Cyprus	CY01	13_CY_EDU	Foundation for the Management of European Lifelong Learning Programmes	7.927.248,00
	CY02	13_CY_YOU	Youth Board of Cyprus	2.456.365,00
Latvia	LV01	14_LV_EDU	VIAA - State Education Development Agency	15.598.354,15
	LV02	14_LV_YOU	Agency for International Programmes for Youth	3.061.165,15
Lithuania	LT01	15_LT_EDU	Education Exchanges Support Foundation	21.789.051,52
	LT02	15_LT_YOU	Agency of International Youth Co-operation	3.390.324,48
Luxembourg	LU01	16_LU_EDU	Anefore asbl	5.161.398,05
	LU02	16_LU_YOU	Service National de la Jeunesse	1.934.376,64
Hungary	HU01	17_HU_EDU	Tempus Public Foundation	31.485.942,89
	HU02	17_HU_YOU	National Institution for Family and Social Policy (NIFSP) Erasmus+ Youth National Agency	4.723.546,00
Malta	MT01	18_MT_ALL	European Union Programmes Agency	7.203.567,00
Netherlands	NL01	19_NL_EDU	Nationaal Agentschap Erasmus+ Onderwijs & Training	46.889.799,12
	NL02	19_NL_YOU	Nederlands Jeugdinstituut	6.109.246,98
Austria		20_AT_EDU	OeAD (Österreichische Austauschdienst)-Gesellschaft mit beschränkter Haftung	28.321.392,72
		20_AT_YOU	Interkulturelles Zentrum	4.082.518,28
Poland	PL01	21_PL_ALL	Foundation for the Development of the Education System	116.834.228,00
Portugal	PT01	22_PT_EDU	Agência Nacional Erasmus+ Educação e Formação	39.496.277,70

	PT02	22_PT_YOU	Erasmus+ Juventude em Ação	5.080.122,80
Romania	**RO01**	23_RO_ALL	Agentia Nationala pentru Programe Comunitare in Domeniul Educatiei si Formarii Profesionale	61.858.438,00
Slovenia	**SI01**	24_SI_EDU	CMEPIUS "Center Republike Slovenije za mobilnost in evropske programe izobraževanja in usposabljanja"	14.513.685,75
	SI02	24_SI_YOU	Zavod MOVIT NA MLADINA	3.108.331,00
Slovakia	**SK01**	25_SK_EDU	Slovak Academic Association for International Cooperation	21.076.484,00
	SK02	25_SK_YOU	IUVENTA – Slovak Youth Institute	3.722.908,00
Finland	**FI01**	26_FI_ALL	Centre for International Mobility CIMO (Kansainvälisen liikkuvuuden ja yhteistyön keskus)	29.243.764,00
Sweden	**SE01**	27_SE_EDU	Swedish Council for Higher Education	29.822.790,64
	SE02	27_SE_YOU	Swedish Agency for Youth and Civil Society	4.771.973,86
United Kingdom	**UK01**	28_UK_ALL	British Council	133.066.225,75
Iceland	**IS01**	29_IS_EDU	Landskrifstofa Menntaáætlunar ESB [National Agency for the Erasmus+ programme	6.247.515,63
	IS02	29_IS_YOU	Evrópa unga fólksins (National Agency for the Erasmus+ programme - Youth)	1.860.740,30
Liechtenstein	**LI01**	30_LI_EDU	Agentur für Internationale Bildungsangelegenheiten (AIBA)	3.157.486,23
	LI02	30_LI_YOU	aha - Tipps & Infos für junge Leute	486.205,77
Norway	**NO01**	31_NO_EDU	Norwegian Centre for International Cooperation in Education	18.467.668,75
	NO02	31_NO_YOU	Bufdir - Barne-, ungdoms- og familiedirektoratet Bufdir – Directorate for Children, Youth and Family Affairs	3.285.237,50

Turkey	**TR01**	32_TR_ALL	The Centre for European Union Education and Youth Programmes	107.928.115,00
FYROM	**MK01**	33_MK_ALL	National Agency for European Educational Programmes and Mobility	5.445.176,19
				1.665.754.763,80

ANNEX 7: EAMR of the Union Delegations (Not applicable)

ANNEX 8: Decentralised agencies

Decentralised Agencies		Policy area	Annual budgetary amount entrusted in 2016 by DG EAC
			Total (€)
EIT	European Institute for Innovation and Technology	Innovation	Total: **€ 263.554.082,96** of which: a) administrative expenditure: € 5,413,400.86 b) Operational expenditure: € 258,140,682.10

ANNEX 9: Evaluations and other studies finalised or cancelled during the year

This Annex records which ongoing and planned evaluations/ other studies foreseen in Annex 3 of the MP 2016 have been completed or cancelled in 2016.

Definitions: A study is defined as 'a document resulting from intellectual services necessary to support the institution's own policies or activities. A study is financed through the EU budget. It may be produced inside the institution or commissioned from external experts, generally through procurement procedures'. Please note that Eurobarometers are studies.

An evaluation is defined as 'an evidence-based judgement of the extent to which an intervention has been effective and efficient, relevant given the needs and its objectives, coherent both internally and with other EU policy interventions and achieved EU added-value[15]'. Thus evaluations are a subset of studies - whilst all evaluations are studies, not all studies are evaluations.

annex 9.xlsx

The template is divided into two sections separating evaluations (part I) and 'other studies' (part II). Within each section a distinction is to be made between finalised and cancelled items.

The MP 2016 Annex 3 template serves as a basis for the columns below

Legend for individual columns is as follows:

No.	Number allocated to the evaluation/other study in Annex 3 of the MP 2016.
Title	Evaluation/ other study title. Please explain in 'Comments' if the title changed from the planned title of Annex 3 of the MP 2016.
Reason	Reason why the evaluation/other study was carried out, please align with Annex 3 of the MP 2016. The individual symbols used have the following meaning:

L	Evaluation article in legal base (for MFF programmes LMFF applies as indicated below),
LMFF	Multi-annual Financial Framework legal base
FR	Financial regulation
REFIT	REFIT evaluation or fitness check
REFIT/L	Both required under legal act and listed on REFIT
CWP –	Commission Work Programme (reflecting the 'evaluate first' principle)
O –	Other (in that case please specify in 'Comments' why the evaluation/other study was carried out)

15 Better Regulation Guidelines, SWD(2015) 111 final.

Scope	Provides information on what measures/initiatives were in the scope of the evaluation/other study. The scope should be provided in terms of references to programmes, legislative acts, policies, etc. covered. Changes might need to be introduced to the planned scope in the Annex 3 of the MP 2016 if the actual scope has been different from the planned one. This should be mentioned in the column comments. Relevant legal articles can be quoted.
Type	In terms of 'type' of measure/initiative evaluated: FC – fitness check E – expenditure programme/measure including MFF R – regulatory measure, incl. soft legislation (not recognised as a FC). Evaluation related to expenditure programmes should only be categorised as E. C – communication activity I – internal Commission activity O – other – please specify in the Comments
Associated DGs	List the DGs that have been associated with the evaluation/ other study through the inter-service steering group.
Costs	Provides the real spending for the evaluation/other study**.** Information provided in this column will be used internally, but can be removed from the version of the AAR to be made public.
Comments	Allows to provide any comments related to the item (in particular changes compared to the planning). In this column the reasons for cancelling evaluations/ other studies also needs to be explained.
Reference	For evaluations the references should be 1) number of its Evaluation Staff Working Document and number of the SWD's executive summary; 2) link to the supportive study of the SWD in EU bookshop. For other studies the references should be the link to EU bookshop or other reference where the 'other study' is published via different point.
Cancelled	This column needs to be ticked when the planned item has been cancelled. The justification for cancelling the evaluation/ other study should be given in the column 'comments'.

ANNEX 10: Specific annexes related to "Financial Management"

For more details, please refer to Sections 2.1.1, 2.1.2 and/or 2.1.4.

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

For more details please refer to AAR Section 2.1.3.

ANNEX 12: Performance tables

A- Indicators for jobs and growth / competitiveness (general objective 1A)

General objective 1-A	
Under the overarching Commission objective of "**A New Boost for Jobs, Growth and Investment**", EU level intervention aims at **competitiveness** through education, innovation, youth, culture and sport Through this general objective, DG Education and Culture contributes as well to the following other General Objectives of the Commission: • A connected Digital Single Market (education, sport, culture) • A deeper and fairer Economic and Monetary Union (European Semester and country-specific recommendations in the field of education) • A reasonable and balanced Free Trade Agreement with the US (culture) • A stronger Global Actor (education, youth, culture)	Related to (Erasmus+, Horizon 2020, and Creative Europe resp ABB activities 15.02, 15.03 and 15.04)

1- Education and innovation

*** Commission-level impact indicator 2: Tertiary education attainment** (Europe 2020 headline target)

Definition: Percentage of 30 – 34 year olds with completed tertiary education *(International Standard Classification of Education (ISCED 2011) levels 5 to 8).*
Source: Eurostat; The Labour Force Survey (annual average based on quarterly data). Bookmark

Baseline (2013)	Milestones					Target Europe 2020	Latest known results 2015
	2015	2016	2017	2018	2019		
37.1%	38.7%	39.0%	39.5%	40%	40.5%	At least 40%	38.7%[16]

*** Commission-level impact indicator 8: Investment in R&D** (Europe 2020 headline target)

Definition: Percentage of EU GDP invested in R&D (combined public and private investment)
Source: Eurostat[17] Bookmark

Baseline (2012)	Milestones					Target Europe 2020	Latest known results 2014 (provisional)
	2015	2016	2017	2018	2019		
2.01%		2.1%				3%	2.03%

[16] In February 2017, Eurostat published the provisional data for 2016 on the Europe 2020 headline targets on tertiary education attainment. The EU average share of people aged 30-34 with a tertiary education degree rose by 3 decimal points to 39.0% in 2016. Compared to 2015, tertiary educational attainment rose in 19 countries; decreased in 8 countries (ES, FR, HR, CY, LV, HU, NL and RO); and remained stable in the UK. The final figure will be released on 25 April 2017.

[17] Please note that Eurostat periodically revises its published data to reflect new or improved information, also for previous years. The latest published data is available by clicking on "bookmark". The "latest known value" column reflects the data that was available at the time of the preparation of the AARs 2016 and it is the reference point for the AARs of Commission services.

Impact indicator 3: Employability of young people

Definition: The share of employed people aged 20-34 having successfully completed upper secondary or tertiary education 1-3 years before the reference year of the survey and who are no longer in education or training.
Source: The Labour Force Survey (annual average based on quarterly data)Unit

Baseline (2014)	Milestones					Target 2020	Latest known results (2015)
	2015	2016	2017	2018	2019		
76.0%	76.9%	78.0%	79.0%	80.0%	81.0%	82%	76.9 %

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

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

Baseline[18]	Milestones						Target 2020 (ET2020)	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
A first estimate for 2013 is 2.9% (degree mobility only)[19]		8%		17%			20%	Not available 2015 figure is an estimate

*** Impact indicator 9: Share of researchers in the EU**
Definition: Share of researchers in the EU active population. *Researchers are professionals engaged in the conception or creation of new knowledge, products, processes, methods and systems, and in the management of the projects concerned.*
Source: Eurostat, 2011

Baseline (2011)	Milestones						Target 2020	Latest known results (2015)
	2014	2015	2016	2017	2018	2019		
1.06%			1.21%				1.33%	1,20 % (provisional)

Evaluations:
In the framework of the **mid-term review/revision of the Multiannual Financial Framework**, DG EAC performed a collective stocktaking of the functioning of the MFF 2014-2020 from the point of view of its policies and programmes, participating actively in the process leading to the proposals of the Commission for addressing challenges of the remaining period. This comprehensive exercise - involving all directorates and the EACEA - culminated in strategic workshops also addressing key challenges of Erasmus+, Marie-Sklodowska-Curie Actions and EIT (Horizon 2020), and Creative Europe during the post-2020 period. The mid-term proposals of the Commission included critical top-ups until 2020 for addressing EAC's high-performing, highly oversubscribed programmes Erasmus+ (€200 million) and Horizon 2020 (+€400 million euros). The final negotiations between Council and Parliament on this package are scheduled to finish in mid-2017, so that agreed modifications could come into effect on 1 January 2018.

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[18] The data collection needed for the indicator is under development through the European Statistical System. This work is coordinated by Eurostat.
[19] The data collection is based on Commission Regulation 912/2013. The first full data transmission on learning mobility of tertiary graduates (degree and credit mobility) is scheduled under this Regulation for November 2017 (to be published spring 2018), referring to the academic year 2015/16.

- **Erasmus + -** report to be finalised in 4th Quarter 2017. Erasmus+ Midterm-review was launched in 2016. The legal basis for Erasmus+ provides for a combined interim evaluation of the 2014-2020 programmes and an evaluation of the long-term effects of the predecessor programmes. The timing of this evaluation has been brought forward as a result of the new Better Regulation agenda of the Commission. The evaluation will be complemented by specific impact studies which will look at aspects that the mid-term evaluation cannot fully cover due to its timing (e.g. KA2 and KA3 project results or international actions), or will analyse in more detail the effects of the programme in specific sectors or for specific actions.

- **European Institute of Technology (EIT)** – report to be finalised in March 2017. The evaluation implemented its main activities during 2016: public consultation, beneficiary surveys, interviews and desk research and both the inception and interim reports were received as planned. The evaluation will assess the EIT's efficiency, effectiveness, systemic level impact, EU added value, relevance, coherence, sustainability and contribution to the H2020 programme.
  Every three years after the entry into force of a new MFF, an evaluation of the EIT activities takes place. The ongoing evaluation will cover the period between the last evaluation in 2011 and the end of 2016.

- **Marie Sklodowska-Curie actions 2014-2020** - report to be finalised in April 2017.
  A study was launched in April 2016 assessing the relevance, effectiveness, efficiency, coherence and EU added value of MSCA, covering both FP7 and H2020. The results will lay the ground work for the post-H2020 Framework Programme and feed into the overall mid-term evaluation of H2020 for which a Commission Staff Working Document is foreseen in May 2017.

Specific Objective 1.1: To improve the level of key competences and skills, in particular through increased opportunities for **learning mobility** and strengthened cooperation with the world of work in education and training with particular regard to the relevance of these key competences and skills for the labour market and their contribution to a cohesive society;[20]

Related to (Erasmus+)

Preliminary comment: Breakdown for target groups emerge for the 1st time in Erasmus+, as and when 2014 contract processes are finalised for all actions. Therefore baseline, milestones and target 2020 are sometimes published for the first time hereby. On a regular basis, future reporting on the performance of the programme in a specific year (n) - including detailed reports (breakdown) foreseen by the basic act - will be produced by Q2 of the following year (n+1) and published on the Erasmus+ website.

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

*** Output indicator 14: Learning mobility opportunities through Erasmus+**
Definition: Number of students and trainees participating in the Programme, by country, sector, action and gender. [21]
Source: EU reporting through Erasmus+ IT tool

Baseline (2013)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
HE[22]: 260 (in 1000)	236	239	248	270	319	356	412	256

[20] Including Erasmus+' specific objective " (a) to improve the level of key competences and skills, with particular regard to their relevance for the labour market and their contribution to a cohesive society, in particular through increased opportunities for learning mobility and through strengthened cooperation between the world of education and training and the world of work;"
[21] See preliminary comment as regards breakdown.
[22] HE: higher education (including Joint Master degree and Student loan guarantee), VET: vocational education and training

VET: 41 (in 1000)	78	78	80	87	99	121	131	103

*** Result indicator 15: Better skills for participants (Erasmus +, education and training)**
Definition: % of Erasmus + participants declaring that they have improved their key competences *and/or their skills relevant for employability*
Source: Individual participant report to be submitted under Erasmus+

Baseline (pre-2014)	Milestones						Target 2020	Latest known results (2014)
	2014	2015	2016	2017	2018	2019		
81%[23]		83%		85%			88%	94.5%

Result Indicator 16: Employability of participants (Erasmus +)
Definition: % of Erasmus + participants indicating that participation in the programme contributed to finding a job
Source: Second individual participant report to be submitted under Erasmus+

Baseline (pre-2014)	Milestones						Target 2020	Latest known results (2014)
	2014	2015	2016	2017	2018	2019		
42%[24]		44%		46%			50%	80.2%[25]

*** Output indicator 17: Staff supported by the programme (Erasmus +, education and training)**
Definition: Number of staff supported by the Programme, by country[26] and *in the sector of education and training*
Source: EU reporting through Erasmus+ IT tool

Baseline (2013)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
HE: 46 (in 1000)			50				70	47[27]
VET: 9 (in 1000)			11				15	18[28]

23 According to the Erasmus impact study published in September 2014, "81% of Erasmus students perceive an improvement in their transversal skills when they come back".

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

25 The results reflect a more systematic assessment which is based on the perception of the participants just after the mobility while the baseline was based on an impact study.

26 See preliminary comment as regards breakdown.

27 The results reflect a decrease of staff to support more students with the same budget due to increasing demands.

28 The timing of the projects can vary: e.g. for a project starting in June 2015, the organisation in charge may decide to organise the granted mobilities throughout 2015, 2016 or 2017. The exact timing of the mobilities depends on the organisation and is not always evenly spread across time. Predicting precise results is therefore difficult. In addition, many organisations manage to create economical arrangements and are able to use the granted funds to send more participants abroad than what was planned at application stage.

Schools: 13 (in 1000)			15				20	20
Adult: 2 (in 1000)			3				5	4

*** Output indicator 18: Participants with special needs or fewer opportunities (Erasmus +, education and training)**

Definition: Number of participants with special needs or fewer opportunities supported by the programme

Source: EU reporting through Erasmus+ IT tool

Baseline (2013)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
Special needs (LLP): 8 (in 1000)	15						40	11[29]

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission-policy outputs			
See under specific objective 1.3			
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
See under specific objective 1.3			

Main expenditure outputs		
Description	Target 2016 (foreseen)	Latest known results (situation on 31/12/2016)
Individual mobility of Staff (HE-VET - Schools - Adult)	76326	88970[30]
Individual Mobility of Students (HE) – KA103	236207	247792[31]
Individual Mobility of Students (VET)	81777	102909[32]
Erasmus Mundus Joint Masters	3400	1326[33]
Master loans (Student loan guarantee facility)	20890	6569[34]
Operating grants for National Agencies	55	56

NB: Output indicator 18 shows as well how specific objective 1.1 contributes also partly to general objective 1-B.

[29] Provisonal figures available for all sectors, except HE. Final figures for all sectors available when all projects are finalised.

[30] The timing of the projects can vary: e.g. for a project starting in June 2015, the organisation in charge may decide to organise the granted mobilities throughout 2015, 2016 or 2017. The exact timing of the mobilities depends on the organisation and is not always evenly spread across time. Predicting precise results is therefore difficult. In addition, many organisations manage to create economical arrangements and are able to use the granted funds to send more participants abroad than what was planned at application stage.

[31] See footnote 166

[32] The timing of the projects can vary: e.g. for a project starting in June 2015, the organisation in charge may decide to organise the granted mobilities throughout 2015, 2016 or 2017. The exact timing of the mobilities depends on the organisation and is not always evenly spread across time. Predicting precise results is therefore difficult. In addition, many organisations manage to create economical arrangements and are able to use the granted funds to send more participants abroad than what was planned at application stage.

[33] Produced results cover only students as staff will be known only at the end of the project.

[34] Given the delayed start-up of the E+ Student Loan Guarantee Facility, commitments are currently being kept at the same level. EAC is keeping the implementation of the scheme under constant review with EIF, including on the long-term disbursement schedule, and may adapt to its budgetary needs accordingly.

Specific Objective 1.2: To foster quality improvements, innovation excellence and internationalisation, in particular through enhanced transnational cooperation **at the level of institutions**/organisations between education and training providers and other stakeholders[35] **<u>Preliminary comment</u>:** Breakdown for target groups emerge for the 1st time in Erasmus+, as and when 2014 contract processes are finalised for all actions. Therefore baseline, milestones and target 2020 are sometimes published for the first time hereby. On a regular basis, future reporting on the performance of the programme in a specific year (n) - including detailed reports (breakdown) foreseen by the basic act - will be produced by Q2 of the following year (n+1) and published on the Erasmus+ website.	Related to (Erasmus+)

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

Result indicator 19: Innovation from participating organisations (Erasmus +)

Definition: % of organisations that have developed/adopted innovative methods and/or materials, improved capacity; outreach methodologies, etc.
Source: Final report to be submitted by the beneficiary organisations under Erasmus+

Baseline (2012)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
50%		55%		65%			70%	Results not available

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
See under specific objective 1.3			
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
See under specific objective 1.3			
<u>U-Multirank</u>: The collection of data for the 2016 publication of results started in 2015 and the 2017 round will be launched in 2016, with new disciplines added (Sociology, Mathematics, Chemistry, Biology, History and Social work). The U-Multirank consortium needs to recruit a minimum of	Delivered	Throughout 2016	Throughout 2016

[35] Including Erasmus+' specific objective "(b) to foster quality improvements, innovation excellence and internationalisation at the level of education and training institutions, in particular through enhanced transnational cooperation between education and training providers and other stakeholders;"

approximately 190 new institutions to reach the minimum target of 875 (fully) participating institutions in 2016.			
HE*Innovate*: Target: 750 HEIs to participate in the online self-assessment by end of 2016. 75 HEIs to participate in dedicated seminars and workshops in 2016. 4 OECD national policy reviews in selected Member States to be completed by end of 2016. A major event will be organised in Brussels to gather best practices.	Completed and event organised in Brussles	Throughout 2016	740 HEIs used HEInnovate; Major event (i3: ignite, inspire, innovate) organised in May 2016. 4 HEInnovate-based country reviews done (Hungary, Ireland, Poland, The Netherlands)
Thematic University-Business Forums are scheduled to take place in Vienna (February) and Helsinki (June); one or two additional national events will be organised in the 2nd half of 2016. These thematic events in Member States allow reaching out to representatives from Higher Education Institutions and Business that cannot be reached via the Brussels events.	Completed	Throughout 2016	Thematic University-Business Forms organised: In Vienna (February); In Helsinki (June); In San Sebastian (October)

Main expenditure outputs		
Description	Target 2016 (foreseen)	Latest known results (2016)
Strategic partnerships	1863	1486[36]
Knowledge alliances/Sectoral skills alliances	42	35[37]
Web platforms	4	4

Specific Objective 1.3: To promote at **policy level**, in particular through enhanced policy cooperation, the dissemination of good practices and better use of Union transparency and recognition tools in education and training: the emergence of a European area of skills and qualifications, policy reforms at national level for the	Related to (Erasmus+)

[36] The number of strategic partnerships is lower than foreseen because the average grant size is higher than foreseen. Measures are being taken to reduce the average grant size in coming years.

[37] The number of Knowledge Alliances/Sector Skills Alliances is lower than foreseen in 2016 because the average grant size is higher than estimated.

modernisation of education and training systems in a lifelong perspective, and digital learning[38]								
Management mode: ☒Direct DG ☒Direct Executive Agencies ☒Indirect (through National Agencies)								
*** Output indicator 22: Formal recognition of participation** (Erasmus +; education and training) **Definition:** % of Erasmus + participants who have received a certificate, diploma or other kind of formal recognition of their participation in the Programme **Source**: EU reporting through Erasmus+ IT tool								
Baseline (2013)	Milestones						Target 2020	Latest known results (2014)
	2014	2015	2016	2017	2018	2019		
HE 100%		100%		100%			100%	100%
VET 65%		68%		70%			75%	77%[39]

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
Communication from the Commission on a new agenda for the <u>modernisation of Europe's higher education systems</u>: knowledge, innovation and growth (Agenda Planning 2016/EAC/001)	On-going	Q3 2016	The Communication was originally conceived (in the preparation of the 2016 Commission Work Programme) as a sector-specific follow-up to the wide-ranging Communication on A New Skills Agenda for Europe, adopted by the College in June 2016. However, no specific reference to a separate Communication on higher education was included in the final 2016 CWP and, as a result, no formal go-ahead for the higher education Communication was given in 2016. The initiative was therefore postponed and included in the 2017 CWP. It is scheduled for adoption as part of a broader package on education on 24 May 2017.
Staff Working Document on	Adoption by the	Q4 2016	November 2016

[38] Including Erasmus+' specific objective "(c) to promote the emergence and raise awareness of a European lifelong learning area designed to complement policy reforms at national level and to support the modernisation of education and training systems, in particular through enhanced policy cooperation, better use of Union transparency and recognition tools and the dissemination of good practices;"
[39] The final results can only be provided when all the certificates will be received.

Education and Training Monitor 2016[40]	Commission		
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
OMC: Launch of a new generation of ET 2020 working groups	Completed	February 2016	As reported to the High-Level Group in November 2016, the 6 ET 2020 Working Groups are now working full speed with many peer learning activities (6 in 2016), meetings in Brussels (17 in 2016)and webinars. All intermediate outputs are published on the Working Group webpage
European network of National literacy organisations	Completed	Implementation was prolonged until 31 March 2016	Final report received 31/5/2016; Network reached its objectives and technical goals, and the quality of the outcomes in terms of deliverables was found to be of excellent quality in general.
Main expenditure outputs			
Description		Target 2016 (foreseen)	Latest known results (situation on 31/12/2016)
Support for policy reform		N/A	N/A

Specific Objective 1.4: To support the Union's external action, including its development objectives, through targeted capacity-building in partner countries, cooperation between Union and partner-country institutions or other stakeholders and the promotion of mobility, and to enhance the **international dimension** of activities in education and training by increasing the attractiveness of European higher education institutions[41]	Related to (Erasmus+)
Management mode: ☒Direct DG ☒Direct Executive Agencies ☒Indirect (through National Agencies as from 2015)	
*** Result indicator 23: Involvement of non-EU higher education institutions from partner countries**[42] (Erasmus+) **Definition:** The number of partner country higher education institutions (HEIs) involved in *credit and degree* mobility and cooperation actions, *i.e. capacity building projects under the Erasmus+ programme and having signed an institutional agreement with an EU HEI*	

40 See annex 3 for studies

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

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

Source: The mobility tool used by NAs for decentralised actions and the EACEA Pegasus database								
Baseline (2013)	Milestones[43]						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
1 000	0 (revised as not opened in 2014)	1000 (new)	1 100		1 200		1 300	956

*** Output Indicator 24: EU students and staff going to partner countries and vice versa** (Erasmus+)
Definition: Number of higher education students *and staff*[44] receiving support *(a grant)* to study in a partner country, as well as the number of students *and staff* coming from a partner country to a Programme country
Source: The mobility tool used by NAs for decentralised actions and the EACEA Pegasus database

Baseline (2013)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
HE students *and staff* going to a partner country (in 1000)	0 (revised as not opened in 2014)	3.8	4	4.3	3.6	3	3.9	4.329
HE students *and staff* coming from a partner country (in 1000)	0 (revised as not opened in 2014)	15	16	17	14	15	15	13.048

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
See under specific objective 1.3			
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
See under specific objective 1.3			

43 These figures come from the numbers of non EU HEIs having participated in EM and Tempus from 2009 to 2013.
44 Under Heading 4, students as well as staff are supported.

Regional and bilateral policy dialogues with key partner countries, including in 2016 countries covered by the Neighbourhood Policy, Southern Mediterranean, Eastern Partnership, Western Balkans, Africa, China and a few other priority countries. The DG will also contribute to actions developed by DGs dealing with External Relations (NEAR FPI, DEVCO, ELARG), in particular the new EU global strategy for foreign policy and security.	Completed	Throughout the year	Throughout the year
Contribution to the Pan-African Quality Assurance and Accreditation Framework (contribution to ABB activity 21.02)	Contributed	Throughout the year	Throughout the year
G7 Meeting on Education Policy – Japan	Completed	May 2016	May 2016
China-EU ministerial meeting on Higher Education in China.	Completed	September 2016	October 2016
Main expenditure outputs			
Description		Target 2016 (foreseen)	Latest known results (situation on 31/12/2016)
International Student and Staff Mobility (Heading 4) - individuals		17906	16,084[45]
Degree Mobility Heading 4 - individuals		280	423[46]
International HE capacity building (Heading 4 - projects		159	147 projects[47]

Specific Objective 1.7: Excellent science – **Marie Skłodowska-Curie actions** – to ensure optimum development and dynamic use of Europe's intellectual capital of researchers in order to generate new skills and innovation and, thus, to realise its full potential across all sectors and regions

Related to
(Horizon 2020)

[45] This figure reflects the distribution between staff and students which participating universities are free to choose. If the university chooses more students, which are more expensive, then the overall number is lower and vice versa.

[46] The number funded is a strict multiple of the Heading 4 fund delegated to DG EAC from DG DEVCO and DG NEAR.

[47] Projects vary between 800,000 and 1 million euro. At the time of forecast, there is no way to predict what will be requested.

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

*** Output indicator 28: Cross-sector and cross-country circulation of researchers** (MSCA)
Definition: Number of Researchers, including PhD candidates, funded through the Marie Skłodowska-Curie actions (MSCA)
Source: CORDA, reports/estimations from Research Executive Agency

Baseline (2007-2013)	Milestones[48]						Target 2014-2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
50 000 researchers (~ 10 000 PhD candidates)	7 500 researchers (~ 3 .00 PhD candidates)	16 500 (~6000 PhD candidates)	25 000 (~10 000 PhD candidates)	34 000 researchers (~ 13 000 PhD candidates)	43 500 (~17 400 PhD candidates)	53 500 (~21 400 PhD candidates)	65 000 researchers (~ 25 000 PhD candidates)	25 000 (~11 000 PhD candidates)

Result Indicator 29: Employability of MSCA researchers

Definition: Number of MCA/MSCA fellows in employment positions two years after the end of their fellowship (only for individual actions)[49]
Source: MCA/MSCA follow-up questionnaires, which are submitted to the REA by former fellows after their fellowship.

Baseline (2013) [50]	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
95.4%[51]				95%			95%	96.8%[52]

Result Indicator 30: Participation of women in MSCA

Definition: % of women participating in the MSCA actions.
Source: CORDA

Baseline (2013)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
36.7%[53]				38%			40%	43%

Result Indicator 31: Excellence of MSCA researchers

Definition: Number of peer-reviewed publications resulting from MCA/MSCA funded projects
Source: Project reporting; Continuous open data acquisition[54]

Baseline (2012)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
5 500				10 000			15 000	26.000[55]

[48] Cumulative figures based on EU28 budget; the milestones have been adapted according to the EU28 budget.
[49] As the first data for the MSCA will only be available in 2019, it is proposed to cumulate MCA/MSCA data.
[50] The baseline still concerns the Marie Curie actions under the 7th Framework Programme, where all data are not yet available. Data for MSCA under Horizon 2020 will only be available in 2019. Due to the limited number of follow-up questionnaires received so far, this indicator may fluctuate considerably over time.
[51] October 2013, on the basis of the available follow-up questionnaires. The number of follow-up questionnaires being still significantly low, this percentage might be overestimated at this stage.
[52] This percentage reflects the questionnaires for FP7 projects. Data on H2020 will be available as of 2019 given that the indicator is based on the follow-up questionnaire expected 2 years after the project finishes.
[53] The baseline still refers to the MCA under the 7th Framework Programme (FP7), where not all data is available yet. It is to be noted that actions involving fellows from third countries show a lower percentage of women participation than actions only involving fellows from the EU.
[54] Last data available was for 2012.
[55] Figures are estimates based on FP7 and H2020 projects.

Result Indicator 32: Involvement of private and other sector in MSCA **Definition**: % of non-academic sector institutions and SMEs as host organisations in actions supported by MSCA **Source:** CORDA, reports/estimations from Research Executive Agency								
Baseline[56] (2013)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
24.3% (of which 73.8% SMEs)			27%				30%	36%

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
Evaluation of the Marie Skłodowska-Curie actions (interim results)	Interim results delivered	October 2016	October 2016
Study on the European Industrial Doctorates	Delivered	November 2016	November 2016
Study on research careers in Europe	Delivered	May 2016	June 2016
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
Third edition of the MSCA Bridging Business and Academia campaign	Organised	Q1 2016	June 2016
Dedicated campaign to disseminate results of the MSCA projects to the general public	Organised	Throughout the year	Throughout the year
Campaign to promote MSCA in the countries associated to Horizon 2020	Organised	Throughout the year	Throughout the year
Celebration of 20 years of the MSCA programme	Organised	2nd semester 2016	November 2016
Main expenditure outputs			

56 The baseline of this indicator refers to the indicator *% of private enterprises as host organisations in actions supported by MCA* under the 7th Framework Programme (FP7). However, from 2014 onwards, the definition of the non-academic sector and SMEs under H2020 is taken into account. This might result in a slight increase of the percentage compared to the FP7 indicator because the definition of non-academic sector includes additional institutions which are not private enterprises.

Description	Target 2016 (foreseen)	Latest known results (situation on 31/12/2016)
Individual Grants	1500	1500
Prizes	-	0
Procurement	6	10
Financial instruments	-	-
Experts	2000	3800
Others	-	-

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

Related to (Horizon 2020)

Management mode: ☒Direct DG ☐Direct Executive Agencies ☒Indirect (EIT))

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

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

Source: EIT Annual Activity Report and EIT monitoring data

Baseline (period 2010-2012 with 3 KICs)	Milestones						Target 2020[57]	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
200	500	600	700	800			1200	1052[58]

Result Indicator 34: Innovative deliverables inside KICs

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

Source: EIT Annual Activity Report and EIT monitoring data

Baseline (period 2010-2012)	Milestones						Target 2020[59]	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
33 start-ups and spin-offs	30	280	400	500			600 start-ups and spin-offs	381[60]
210 innovations	300	800	1500	2200			6 000 innovations	3565[61]

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

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

Source: EIT Annual Activity Report

Baseline (2013)	Milestones						Target 2020	Latest known
	2014	2015	2016	2017	2018	2019		

57 The reference for this target is the year when the last actions financed under Horizon 2020 will be finished, i.e. several years after the formal end of the programme in 2020.

58 Expected results, based on the indications in the KICs´ business plans.

59 The reference for this target is the year when the last actions financed under Horizon 2020 will be finished, i.e. several years after the formal end of the programme in 2020.

60 Expected results, based on the indications in the KICs´ business plans. Figures are cumultative

61 Expected results, based on the indications in the KICs´ business plans.

								results (2016)
360 million Euro	670	850	640 (revised)				7008 million Euros (revised[62]) from non-EIT financial sources mobilised, corresponding to 75% funding of the total KICs budget	26.8%

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
Evaluation of the European Institute of Technology (EIT) cover the period of 2011-2015 –The evaluation should provide inputs/contribution to the overall interim evaluation of Horizon 2020.	The evaluators' final report.	1st draft will be delivered in February 2017	The draft Interim Report has been delivered and work is on track for the delivery of the draft Final Report.
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
Two new KICS in the field of “food4future” and “added value manufacturing”	Partly implemented	Designated in November 2016	One KIC selected in November 2016 (Food4Future)
Monitoring of the simplification agenda including evaluation criteria	Regular meetings and progress of the agenda of the Task Force Simplification	Agenda will be finalised in 2016 (and implemented from the 2017 grant cycle)	The TFS was holding regular meetings in 2016, with agenda set by the EIT-KIC Forum (the group joining EIT headquarters and KIC CEOs, with Commission as observer).
2nd InnovEIT conference, including the Stakeholder Forum, the Member States configuration, the EIT award ceremony, the EIT alumni meeting and an overall innovation stakeholders conference	Completed	April 2016	April 2016
Outreach and dissemination activities: The Regional Innovation Scheme (RIS) foreseen in the EIT Regulation	RIS guidelines published	From 2016 grant cycle	Completed

[62] In comparison to MP 2015, the amount of the leverage effect has been adapted to take into account the impact of the contribution of the EIT to the EFSI. This implies a reduction slightly higher than 1 billion.

will be implemented by the KICs to reach out to potential excellent innovation players across the EU.			
Main expenditure outputs			
Description		Target 2016 (foreseen)	Latest known results (situation on 31/12/2016)
Others (EU subsidy)		1	1

2- Youth

Specific Objective 2.2: To foster quality improvements, innovation excellence and internationalisation, in particular through enhanced transnational cooperation **at the level of institutions**/organisations between organisations in the youth field and other stakeholders[63].								Related to (Erasmus +)
Management mode: ☒Direct DG ☒Direct Executive Agencies ☐Indirect (through other)								
*** Output indicator 42: Users of Eurodesk** **Definition**: The number of users of Eurodesk (*As a support organisation to Erasmus+, Eurodesk, a network of 1.200 youth professionals work with Eurodesk in 34 countries in 2016, makes information on learning mobility accessible to young people and youth professionals*.) **Source**: Eurodesk Brussels Link								
Baseline (2013)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
140 000 information enquiries answered through the Eurodesk network	140 000	140 000	140 000	140 000	140 000	140 000	140 000	338 381[64]

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
See under specific objective 2.3			
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
See under specific objective			

[63] Including Erasmus+' specific objective "(b) to foster quality improvements in youth work, in particular through enhanced cooperation between organisations in the youth field and/or other stakeholders;"

[64] This figure has significantly increased because of the European Solidarity Corps kick off which generated a lot of interest and enquiries across the network.

2.3			
Main expenditure outputs			
Description		Target 2016 (foreseen)	Latest known results (2016)
Strategic partnerships		1800	1500
Web platform		1	1

3. Sport

Specific Objective 3.2: To support **good governance in sport** and dual careers of athlete									Related to (Erasmus+)
Management mode: ☒ Direct DG ☒ Direct Executive Agencies ☐Indirect (through other)									
*** Result indicator 46: Results increasingly used to improve good governance in sport and dual careers** **Definition:** Percentage of participants *(expressed as % of Erasmus + sport organisations)* who have used the results of cross-border projects to improve good governance and dual careers **Source:** Final reports to be submitted by the beneficiary organisations under preparatory actions and then Erasmus+ sport									
Baseline	Milestones						Target 2020	Latest known results (2016)	
	2014	2015	2016	2017	2018	2019			
0% (new EU action, no baseline available)				50%			75%	Not available	

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
Report on the implementation of the second EU Work Plan for Sport	Completed	Q4 2016	20 January 2017
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
EU Sport Forum: good governance, sport diplomacy grassroots sport	Completed	9-10 March 2016	9-10 March 2016
Council conclusion on major sport events (main focus on good governance), if possible	Adopted	31 May 2016	31 May 2016

followed by a declaration with representatives of the sport movement			
Report from the High Level Group on Sport Diplomacy	Completed	July 2016	June 2016
Main expenditure outputs			
Description		Target 2016 (foreseen)	Latest known results (situation on 31/12/2016)
Sport activities – cross border projects to improve good governance and dual careers		23	5 with a budget of 1.9m EUR[65]

4- Culture

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

Definition: The cultural and creative sectors' level, change in and share of employment and share of gross domestic product
Source: EU competitiveness report 2010

Baseline (2010)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
Between 3% and 3.8% of the total European workforce[66] Between 3.3% and 4.5% of total European GDP					In view of economic crisis, to safeguard 2010 figures		4% of the total European workforce 4.8% of total EU GDP	Not available

Evaluations:

- **European Capitals of Culture :**
  Annual evaluation of the results of the 2015 European Capital of Culture
- **Creative Europe** – report to be finalised in 4 Quarter 2017[67]
  The legal basis for Creative Europe provides for a combined interim evaluation of the 2014-2020 programme and an ex-post evaluation of the predecessor programmes.
- **European Heritage Label** – to be finalised in 2018.

[65] While the objectives of the Erasmus+ Sport are fixed by the E+ regulation, the Commission tries every year to positively influence the stakeholders by announcing the indicative budget repartition between various areas of the collaborative partnerships. The target corresponds to this ideal budget repartition. However, the intention of the applicants is unknown at the stage of the planning. Indeed, for good governance and dual careers, which require a high level of expertise, we were able to fund only five projects.

[66] See Communication on promoting cultural and creative sectors for growth and jobs in the EU – COM(2012)537

[67] Agenda Planning - 2016/EAC/006

Specific Objective 4.1: To support the capacity of the European cultural and creative **sectors** to operate transnationally and internationally[68]	Related to (Creative Europe)

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

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

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

Baseline (2012)	Milestones						Target 2020	Latest known results (2016)[69]
	2014	2015	2016	2017	2018	2019		
7 000 transnational partnerships				7 600			8 000 transnational partnerships	426 from Culture sub-programme 310 from MEDIA.

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

Definition: Number of learning experiences and activities *(expressed as number of professionals)* with learning experience (artists, cultural and creative operators) supported by the Creative Europe programme which have improved the competences and increased the employability of cultural and creative players
Source: Projects final reports

Baseline (2012)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
140 000 professionals with learning experience				190 000			240 000 professionals with learning experiences	Not available

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
See under specific objective 4.2			
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
See under specific objective 4.3			
Main expenditure outputs			
Description		Target 2016 (foreseen)	Latest known results

[68] Including Creative Europe's specific objective " (a) to support the capacity of the European cultural and creative sectors to operate transnationally and internationally;"
[69] The available budget will increase progressively. In 2016 the budget was at its lowest.

CULTURE strand		(situation on 31/12/2016)
Cooperation measures, such as activities stimulating peer learning	37	37
European networks, such as those providing capacity building	17	18
European platforms, such as those providing a structure for international professional development	4	4
Special actions*, such as Prizes, European Capitals of Culture (ECOC), European Heritage label (*In the special action strand, the Melina Mercouri Prize (1.5 Eur Million) will be awarded each year to the European Capitals of Culture – ECOC)	4	5

Specific Objective 4.3: To support transnational **policy** cooperation in order to foster policy development, innovation, creativity, audience building and new business models[70] — Related to (Creative Europe)

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

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

Definition: Number of Member States making use of the results of the Open Method of Coordination in their national policy development
Source: Voluntary reports by EU MS

Baseline (2013)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
10 Member States	12	13	14	15	16	17	20	14

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) main Commission policy outputs			
NA			
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
Work Plan for Culture 2015-2018: the new OMC group	Adopted	December 2016	Expert group finished their work as planned. Actual publication,

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

on promoting access to culture via digital means will deliver its manual of good practice.			following linguistic revision, translation of executive summary, finalisation of layout and printing of physical copies expected by April 2017
Pilot project to create an international professional network of young creative entrepreneurs to exchange best practice and encourage cooperation projects between EU and third countries	Launched	Still running in 2016	Launched in November 2016

Main expenditure outputs		
Description	Target 2016 (foreseen)	Latest known results (situation on 31/12/2016)
Network of Creative Europe desks	28	28
Studies, evaluations and policy analysis[71] (This also includes the European audiovisual observatory)	6	4[72]
Transnational exchanges and networking	1	1
Conferences, seminars and policy dialogue	5	5

Specific Objective 4.4: To strengthen the **financial capacity** of small and medium-sized enterprises and organisations in the cultural and creative sectors in a sustainable and balanced way across countries and sectors[73].

Related to (Creative Europe)

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

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

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

Source: annual report from the European Investment Fund

Baseline (2012)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
20 million EUR					180 million		0,5 billion	Guarantee

71 See annex 3.

72 As requested by DG BUDG in 2016, the number of commitments for ECOC was adjusted: instead of committing for 4 special actions 4 years in advance during the award process, it has been decided to commit one year in advance.

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

guaranteed loans[74]					EUR		EUR	Facility will become operational in 2017

* Result indicator 58: Leverage effect of guaranteed loans								
Definition: The leverage effect of guaranteed loans in relation to the indicative leverage effect (1:5,7) *achieved by SMEs in cultural and creative sectors in the framework of the Guarantee facility* **Source:** annual report from the European Investment Fund								
Baseline (2011)[75]	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
1 : 5,7 (estimated)				1:5,7			1:6	Guarantee facility will become operational in 2017

* Result Indicator 60: Diversity of guaranteed loan beneficiaries								
Definition: Number, national origin and sub-sectors of final beneficiaries benefiting from the Guarantee facility, categorised by national origin, size and sectors **Source:** annual report from the European Investment Fund								
Baseline (2012)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
100 beneficiaries from audio-visual sector from 8 Member States[76]				3 000 beneficiaries from 5 sub-sectors, from 10 Member States			7 000 beneficiaries from 5 sub-sectors, from 15 Member States	Guarantee facility will become operational in 2017

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
NA			
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
Open Method of Coordination (OMC) : launch of the OMC working group on the role of public policies in developing	Launched	Launch in 2016; deliverable in 2017	The expert group is working on

[74] Breakdowns by national origin, size and sectors of SMEs or organisations and by participating financial intermediaries categorised by national origin are provided in the annual report from the European Investment Fund.

[75] There is no EU wide financial instrument for the sector. An estimated ratio of 1:5,7 according to the ex-ante impact assessment for the Creative Europe programme.

[76] Breakdowns by national origin, size and sectors of SMEs or organisations are provided in annual reports from the European Investment Fund.

entrepreunarial and innovation potential of cultural and creative sectors			schedule
Selection of the provider of the Capacity Building Scheme for financial intermediaries participating in the Cultural and Creative Sectors Guarantee Facility	Selected	2nd Quarter 2016	2nd Quarter 2016
Pilot project on crowd-funding for culture	Adopted	Still running in 2016	Launched in 2016 and running on schedule
Main expenditure outputs			
Description	Indicator	Target date	Latest known results (situation on 31/12/2016)
Establishment of a Cultural and Creative Sectors Facility: number of loans provided by banks to operators	Adopted	2016	June 2016 281

B – Indicators for jobs and Growth / social inclusiveness (general objective B)

General objective 1-B Under the overarching Commission objective of "**A New Boost for Jobs, Growth and Investment**", EU level intervention aims at **social inclusiveness** based on European values through education, youth, culture and sport Through this general objective, DG Education and Culture contributes as well to the following other General Objectives of the Commission: • Towards a New Policy on Migration (education) • A Stronger Global Actor (education, youth, culture) • ***A Union of democratic Change (education, youth, culture)***	Related to (Erasmus+, Horizon 2020, and Creative Europe resp ABB activities 15.02, 15.03 and 15.04)

1- Education and innovation

*** Commission-level impact indicator 1: Share of early leavers from education and training** (Europe 2020 headline target) **Definition:** Proportion of 18-24 year olds (1) who have only lower-secondary education and (2) are not enrolled in education or training[77].

[77] More specifically (1) who have only at most lower secondary (International Standard Classification of

Source: Eurostat; The Labour Force Survey (annual average based on quarterly data) Bookmark							
Baseline (2013)	Milestones					Target 2020 (Europe 2020)	Latest known results (2015)
	2015	2016	2017	2018	2019		
11.9%	11.0%	10.8%	10.6%	10.4%	10.2%	Less than 10%	11%[78]

Impact indicator 4: Early childhood education and care
Definition: The share of the population aged 4 to the age when the compulsory primary education starts which are participating in early childhood education and care (ECEC)
Source: Eurostat, UOE

Baseline (2012)	Milestones						Target 2020 (ET 2020)	Latest known results (2015)
	2014	2015	2016	2017	2018	2019		
93,9%		94.3%		94,5%			95%	94.3%

Impact indicator 5: Low achievement in basic skills at school

Definition: The share of 15-year old Europeans failing to reach level 2 in reading, mathematics and science as measured by the OECD's PISA survey
Source: OECD's Programme for International Student Assessment (PISA). Results reported every 3 years.

Baseline (2012)	Milestones						Target 2020 (ET 2020)	Latest known results (2015)
	2014	2015	2016	2017	2018	2019		
Reading: 17,8% Maths 22,1% Science 16,6%		19.7% 22.2% 20.6%%			15% 17% 14%		Less than 15% for all indicators	19.7% 22.2% 20.6% %

Evaluations:
The mid-**term review of the Multiannual Financial Framework**, scheduled for the end of 2016, should be used to orient the EU budget further towards social inclusiveness in response to the unprecedentedly large inflows of migrants and refugees and youth radicalisation. Erasmus+ represents a positive impact of the EU for many individuals and can absorb even more of the budget reaching more citizens with tangible results. At the least, the mid-term review of the MFF should solve the structural shortage of payment appropriations.

- **Erasmus +**

  - **An improvement to the scheme of Erasmus+ Strategic Partnerships in school education was introduced in the 2016 Call for proposals (closed on 31 March 2016) targeting smaller-scale school projects aiming at exchanging good practices and experiences between staff and pupils from different countries. The change will enable more funds to be dedicated to this type of projects and more schools to participate in Erasmus+.**

- **- Combined mid-term and ex post evaluation of Erasmus + and predecessor programmes** to be finalised in 4th Quarter 2017

Education (ISCED) level 0, 1, 2 ; and (2) who declared not having received any education or training in the four weeks preceding the survey.

78 In February 2017, Eurostat published the provisional data for 2016 on the Europe 2020 headline targets on the rates of early school leavers. At EU level, the indicator registers further positive developments, confirming that the EU is on track to reach the targets. In 2016, the early school leaving rate in the EU was 10.8%, that is 2 decimal points lower than in 2015. Early school leaving dropped in 17 countries; increased in 7 other countries (CZ, DE, CY, LV, HU, SE, UK); and remained stable in BG, HR, MT, NL. The final figure will be released on 25 April 2017.

The legal basis for Erasmus+ provides for a combined interim evaluation of the 2014-2020 programmes and an evaluation of the long-term effects of the predecessor programmes. The timing of this evaluation has been brought forward as a result of the new Better Regulation agenda of the Commission. The evaluation will be complemented by specific impact studies which will look at aspects that the mid-term evaluation cannot fully cover due to its timing (e.g. KA2 and KA3 project results or international actions), or will analyse in more detail the effects of the programme in specific sectors or for specific actions.

Specific Objective 1.5: To improve the teaching and learning of **languages** and promote the Union's broad linguistic diversity and intercultural awareness[79].

Related to (Erasmus+)

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

*** Result indicator 25: Language skills of participants** (Erasmus+, Education and Training)

Definition: % of Erasmus+ participants in long-term mobility declaring that they have increased their language skills
Source: Individual participant report to be submitted under Erasmus+

Baseline (2010) [80]	Milestones						Target 2020	Latest known results (2014)
	2014	2015	2016	2017	2018	2019		
HE: 94%		95%		96%			98%	97.3%
VET: 81%				87%			90%	97.1%

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
Major initiative - Proposal for a Communication Promoting citizenship and the common values of freedom, tolerance and non-discrimination through education (Agenda Planning 2016/EAC/004)	Not adopted	Q1 2016	The initial initiative has been transformed due to political considerations into a Communication on supporting the prevention of radicalisation leading to violent extremism. It includes proposals from the education sector. It was adopted in June 2016.
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
Cooperation with the Council of Europe, in particular on teaching practices in	To be implemented in 2016-17	Q4 2017	"Innovative methodologies and assessment in language learning" is on-going and implemented

79 Including Erasmus+' specific objective (e).
80 In order to compare data, "long-term" mobility is considered here as from 2 months and over across all sectors.

multilingual classrooms, assessment methods and linking pedagogies to the Common European Framework of Reference for language competences (RELANG project)			through annual agreements. Two projects: RELANG and Supporting multilingual classrooms are included, the results for 2016 are to be found here: http://www.ecml.at/TrainingConsultancy/RelatingLanguageExaminationstotheCEFR/Events/tabid/2963/language/en-GB/Default.aspx and http://www.ecml.at/TrainingConsultancy/Multilingualclassrooms/Events/tabid/2942/Default.aspx
Main expenditure outputs			
Description		Target date	Latest known results (situation on 31/12/2016)
Not detailed in the programme statements		-	-

Specific Objective 1.6: To promote excellence in teaching and research activities in European integration through **Jean Monnet** activities worldwide[81].	Related to (Erasmus+)

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

*** Output indicator 26: Students trained through Jean Monnet activities** (Erasmus+)
Definition: Number of Students receiving training through Jean Monnet activities
Source: Online Reporting Tool for the Jean Monnet Programme (which in the future should be connected to Pegasus to allow the creation of statistics)

Baseline (2007)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
120 000	215 000	235 000	260 000	285 000	310 000	335 000	360 000	286 000[82]

Result Indicator 27: Worldwide scope of Jean Monnet activities (Erasmus+)

Definition: Number of countries where Jean Monnet activities have been performed successfully, increasing knowledge in partner countries
Source: Online Reporting Tool for the Jean Monnet to be connected to Pegasus

Baseline (2013)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		

[81] Including Erasmus+' specific objective (f)

[82] This figure is based on an estimate of participants (students taught in Jean Monnet courses).

78 countries	78	80	81	82	83	84	85	86[83]

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
Final outputs (by which delivery other actors are involved) or other relevant activities			
- Annual Jean Monnet Conference	Completed	Sept-Dec 2016	October 2016
- Geo-thematic seminars	Completed	May-Aug2016	May-Aug2016
- Jean Monnet Promotion Projects in least active regions	Completed	Sept-Dec 2016	Sept-Dec 2016
- JM online platform for exchanges between JM Community members	Implemented	Throughout the year	Throughout the year
- Promotion of European integration process worldwide through the Jean Monnet activities, with some specifically earmarked actions in Neighbourhood region.	Promoted	Throughout the year	Throughout the year
Main expenditure outputs			
Description		Target 2016 (foreseen)	Latest known results (situation on 31/12/2016)
Jean Monnet projects		260	270 projects

2- Youth

Impact indicator 10: Youth out-of-school participation								
Definition: Percentage of young people declaring that they have participated in any out-of-school organisation (youth organisation, NGO, sport club…) during the last year. **Source:** Eurobarometer, every two years **Comment**: see section on Youth strategy under general objective 1.B								
Baseline (2013)	Milestones						Target 2020	Latest known results (2015)
	2014	2015	2016	2017	2018	2019		

[83] This figure reflects the huge success of Jean Monnet in reaching a non-European audience.

56%				58%			60%	49%

Evaluations:

- **EU Youth Strategy –** Commission Staff Working Document to be finalised early 2017, as foreseen for new evaluations under the Better Regulation guidelines

Comprehensive interim evaluation of the youth policy area, including the evaluation of the 2008 Recommendation on the Mobility of Young Volunteers across the EU. The results will feed the reflection for the future of the Youth cooperation framework after 2018.

- **Erasmus + -** report to be finalised in 4th Quarter 2017 (see above under general objective 1-A)

Specific Objective 2.1: To improve the level of key competences and skills, in particular through increased opportunities for **learning mobility** and strengthened cooperation with the world of work in **the field of youth** including for young people with fewer opportunities, those active in youth work or youth organisations and youth leaders with particular regard to participation in democratic life in Europe and the labour market, active citizenship, intercultural dialogue, social inclusion and solidarity[84].

Related to (Erasmus +)

Preliminary comment: Breakdown for target groups emerge for the 1st time in Erasmus+, as and when 2014 contractualisation processes are finalised for all actions. Therefore baseline, milestones and target 2020 are sometimes published for the first time hereby. On a regular basis, future reporting on the performance of the programme in a specific year (n) - including detailed reports (breakdown) foreseen by the basic act - will be produced by Q2 of the following year (n+1) and published on the Erasmus+ website.

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

*** Output indicator 36: Learning mobility opportunities through Erasmus+ (Youth)**

Definition: Number of young people engaged in mobility actions supported by the Programme, by country, sector, action and gender[85].
Source: EU reporting through Erasmus+ IT tool
NB: the figures are linked to the programming of the EU budget (EU28)

Baseline (2012)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
Youth: 59 (in 1000)	69	70	70	77	92	107	124	102[86]

*** Result indicator 37: Better skills for participants (Erasmus +, youth)**

Definition: % of Erasmus + participants declaring that they have improved their key competences *and/or their skills relevant for employability*
Source: Individual participant report to be submitted under Erasmus+

Baseline (2012)	Milestones						Target 2020	Latest known results (2014)
	2014	2015	2016	2017	2018	2019		

84 Including Erasmus+' specific objective "(a) to improve the level of key competences and skills of young people, including those with fewer opportunities, as well as to promote participation in democratic life in Europe and the labour market, active citizenship, intercultural dialogue, social inclusion and solidarity, in particular through increased learning mobility opportunities for young people, those active in youth work or youth organisations and youth leaders, and through strengthened links between the youth field and the labour market;"

85 See preliminary comment as regards breakdown.

86 The milestones have been set at the beginning of the Programme. The implementing structures have some flexibility in the use of the funds and transfers between actions which impact the outcomes. The milestones could be reviewed following the mid-term evaluation of the Programme.

youth: 75%			77%				80%	93.9%

Result Indicator 38: Social and political participation of young people (Erasmus +)

Definition: % of Erasmus + young participants declaring being better prepared to participate in social and political life

Source: Individual participant report to be submitted under Erasmus+

Baseline (2011)	Milestones						Target 2020	Latest known results (2014)
	2014	2015	2016	2017	2018	2019		
78%		80%		80%			80%	78.4%

*** Result indicator 39: Language skills of participants** (Erasmus+, youth)

Definition: % of *Erasmus+* participants in voluntary actions declaring that they have increased their language skills

Source: Individual participant report to be submitted under Erasmus+

Baseline (2010) [87]	Milestones						Target 2020	Latest known results (2014)
	2014	2015	2016	2017	2018	2019		
87%		90%		92%			95%	96.4%[88]

*** Output indicator 40: Staff supported by the programme (Erasmus+, youth)**

Definition: Number of staff supported by the Programme, by country and *for the sector youth*[89]*.*

Source: EU reporting through Erasmus+ IT tool

Baseline (2013)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
16 (in 1000)	21	21	22	23	24	25	26	29

*** Output indicator 41: Participants with special needs or fewer opportunities**

Definition: Number of participants with special needs or fewer opportunities supported by the programme *(Erasmus+, youth)*

Source: EU reporting through Erasmus+ IT tool

Baseline (2013)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
Fewer opportunities: 18.7 (in 1000)				21.6			37	43[90]

NB: Indicators 36 and 37 show as well how specific objective 2.1 contributes also partly to general objective 1-A.

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission;	Target date	Latest known results (situation on 31/12/2016)

[87] In order to compare data, "long-term" mobility is considered here as from 2 months and over across all sectors.

[88] The milestones have been set at the beginning of the Programme and built based on the results in the predecessor Programme - Youth in Action.

[89] See preliminary comment as regards breakdown.

[90] Under Erasmus+ Youth, specific emphasis in selection for inclusion projects has been added in the 2016, emphasis which is reflected in the outputs.

	completion)		
a) Main Commission policy outputs			
See under specific objective 2.3			
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
See under specific objective 2.3			
Main expenditure outputs			
Description		Target 2016 (foreseen)	Latest known results (situation on 31.12.2016)
Participants in youth exchanges		62800	92090
Participants in European Voluntary Service projects		7200	9586
Youth workers participating		21600	28597

Specific Objective 2.3: To promote at **policy** level, in particular through enhanced policy cooperation, the dissemination of good practices and better use of Union transparency and recognition tools in the field of youth: evidence-based youth policy, as well as the recognition of non-formal and informal learning, with a view to complementing policy reforms at local, regional and national level[91].	Related to (Erasmus +)

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

*** Result indicator 43: Formal recognition of participation** (Erasmus +, youth)
Definition: % of Erasmus + participants who have received a certificate (for example a Youthpass), diploma or other kind of formal recognition of their participation in the Programme
Source: EU reporting through Erasmus+ IT tool

Baseline	Milestones						Target 2020	Latest known results (2014)
	2014	2015	2016	2017	2018	2019		
Youth (2010): 26%		35%		45%			65%	78.4%[92]

NB: Result indicator 43 shows as well how specific objective 2.3 contributes also partly to general objective 1-A.

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
Major initiative - Proposal for a Communication on	Not adopted	Q1 2016	The initial initiative has been transformed due to political

[91] Including Erasmus+' specific objective "(c) to complement policy reforms at local, regional and national level and to support the development of knowledge and evidence-based youth policy as well as the recognition of non-formal and informal learning, in particular through enhanced policy cooperation, better use of Union transparency and recognition tools and the dissemination of good practices;"

[92] The milestones have been set at the beginning of the Programme and built based on the results in the predecessor Programme - Youth in Action. The milestones could be reviewed following the mid-term evaluation of the Programme.

Promoting citizenship and the common values of freedom, tolerance and non-discrimination through education (Agenda Planning 2016/EAC/004)			considerations into a Communication on supporting the prevention of radicalisation leading to violent extremism. It includes proposals from the education sector. It was adopted in June 2016.
Staff Working Document - Mid-term evaluation of the EU Youth Strategy including the evaluation of the 2008 Recommendation on the Mobility of Young Volunteers across the EU (Agenda Planning 2015/EAC/011)	Not yet adopted	July 2016	Work completed by a public online consultation between July and October 2016
Study on youth work quality systems and frameworks in the European Union - Handbook for Implementation	Finalised	End 2016	December 2016
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
Council Conclusions on the Commission initiative on the Paris Declaration	Adopted	24 February 2016	24 February 2016
Council Conclusions on cross-sectoral approach to participation of youth with mental health problems	Not adopted	1st semester 2016	Presidency priority modified after terrorist attacks to focus on preventing violent radicalisation.
Council resolution on new approaches in youth work in order to maximize the development of potential and talent of young people and their inclusion in the society	Adopted	2nd half 2016	21 November 2016
Fifth cycle of Structured Dialogue with young people	Delivered	Throughout the year	Throughout the year
Eighth edition of European Youth Week	Organised	2nd Quarter 2016	The 8th edition of the European Youth Week is now planned for the 1st week of May 2017 to alternate with European Parliament 'European Youth Event' which takes place every two years: editions in 2016 and 2018.
Youth Monitor on 41 youth indicators	Partially implemented	2nd Quarter 2016	2nd Quarter 2016
Youth Wiki first two chapters on national youth policies and	Completed	3rd Quarter 2016	3rd Quarter 2016

voluntary activities			
Main expenditure outputs			
Description		Target 2016 (foreseen)	Latest known results (2016)
Structured dialogue projects		157	234
Operating Grants to European Youth NGOs		69	77
Support to Eurodesk		35	35
European Youth Forum		1	1
Others		20	20

Specific Objective 2.4: To support the Union's external action, including its development objectives, through targeted capacity-building in partner countries, cooperation between Union and partner-country institutions or other stakeholders and the promotion of mobility, and to enhance the **international dimension** of activities in the field of youth in particular as regards the role of youth workers and support structures for young people[93]. — Related to (Erasmus +)

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

*** Result indicator 44: Involvement of EU and non-EU youth organisations** (Erasmus+)

Definition: Number of youth organisations from both Programme countries and partner countries involved in international mobility and cooperation actions under the Erasmus+ programme
Source: The mobility tool used by NAs for decentralised actions and the EACEA Pegasus database

Baseline (2011)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
5 300	5 500		5 600		5 800		6 000	6300[94]

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
Final outputs (by which delivery other actors are involved) or other relevant activities			
Youth Windows within the framework of Erasmus+: - Western Balkans Youth	Completed	2 February 2016	2 February 2016

[93] Including Erasmus+' specific objective "(d) to enhance the international dimension of youth activities and the role of youth workers and organisations as support structures for young people in complementarity with the Union's external action, in particular through the promotion of mobility and cooperation between the Union and partner-country stakeholders and international organisations and through targeted capacity-building in partner countries."

[94] The milestones have been set at the beginning of the Programme and built based on the results in the predecessor Programme - Youth in Action. The budget for activities with partner countries is capped, this capping has been raised in 2015, partially explaining the increase of this indicator.

Window - Eastern Partnership Youth Window (to be confirmed by DG NEAR)		1st July 2016	1st July 2016 Call open until on 8 March 2017
Main expenditure outputs			
Description		Target 2016 (foreseen)	Latest known results (situation on 31/12/2016)
Capacity building pro jects		103	60

3- Sport

Impact indicator 11 : Reduction of the share of EU population who does not practice any sport / physical activity
Definition: Percentage of people in the EU aged over 15 and who never exercise or play sport
Source: Eurobarometer (2009; 2014)
Comment: see sections on Challenges under general objective 1.A and 1.B

Baseline (2009)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
39%	(actual: 42%)				38%		36%	Not available

Evaluations:

- **Erasmus + -** report to be finalised in 4th Quarter 2017 (see above under general objective 1-A)
- **Evaluation of the second European Week of Sport (internal)**: report issued in mid-January

Specific Objective 3.1: To tackle cross-border **threats to integrity of sport** such as doping, match-fixing, violence as well as all kind of intolerance and discrimination — Related to (Erasmus+)

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

*** Result indicator 45: Results increasingly used to fight against threats to sport**
Definition: Percentage of participants *(expressed as Erasmus+ sport organisations)* that use the results of cross-border projects to combat threats to sport
Source: Final reports to be submitted by the beneficiary organisations under preparatory actions and then Erasmus+ sport

Baseline (year)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
0% (new EU action[95], no baseline				50%			75%	Not available

[95] Baseline, milestone(s) and target for this indicator will therefore be established across the present programme as early as 2016 on the basis of data available within the projects selected in the Erasmus+ calls for proposals. Data available in the past preparatory actions and in studies financed in the recent years will also be used.

available)								

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
See under specific objective 3.3			
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
2nd European Week of Sport	Organised	September 2016	September 2016
Main expenditure outputs			
Description		Target 2016 (foreseen)	Latest known results (situation on 31/12/2016)
Sport activities – cross border projects to combat threats to sport		12	13 projects, ca. 4,7m EUR

Specific Objective 3.3: To promote voluntary activities in sport, together with social inclusion, equal opportunities and **health-enhancing physical activity** through increased **participation in, and equal access to sport**								Related to (Erasmus+)
Management mode: ☒ Direct DG ☒ Direct Executive Agencies ☐ Indirect (through other)								
*** Result indicator 47: Results increasingly used to enhance social inclusion, equal opportunities and sport participation rates** **Definition:** Percentage of participants *(expressed as % of Erasmus + sport organisations)* who have used the results of cross-border projects to enhance social inclusion, equal opportunities and participation rates **Source:** Final reports to be submitted by the beneficiary organisations under preparatory actions and then Erasmus+ sport								
Baseline (year)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
0% (new EU action, no baseline available)				50%			75%	Not available
*** Result indicator 48: Size of membership of sport organisations** **Definition:** Size of membership of sport organisations *(% of small grassroot less than 1000 members*) applying for, and taking part in, the Programme, by country[96]. **Source:** Applications submitted under the Erasmus+ Sport call for proposals								
Baseline (year)	Milestones						Target 2020	Latest known

[96] Reporting on the performance of the programme in a specific year (n) including detailed reports (breakdown) on the indicators annexed to the basic act will be produced by Q2 of the following year (n+1) and published on the Erasmus+ website

	2014	2015	2016	2017	2018	2019		results (2016)
0% (new EU action, no baseline available)				30%			50%	Not available

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
Report on the progress in implementing the 2013 Council Recommendation on health-enhancing physical activity across sectors	Adopted	Q4 2016	5.12.2016
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
See under specific objective 3.1			
Main expenditure outputs			
Description		Target 2016 (foreseen)	Latest known results (situation on 31/12/2016)
Sport activities – cross border projects to enhance social inclusion		35	Ca. 117 projects, value of ca. 21.5m EUR[97]

4- Culture

* Impact indicator 12: Access of EU citizens to European cultural works **Definition:** The number of people accessing European cultural and creative works, including, where possible, works from countries other than their own. **Source:** Special Eurobarometer 399 on Cultural access and participation (2013)[98]; mid-term evaluation, 2013.								
Baseline (2013)	Milestones						Target 2020	Latest known results
	2014	2015	2016	2017	2018	2019		

[97] This remarkable difference between the estimated and actual number of outputs was a result of the introduction of a new category of grants: small collaborative partnerships, with the grants up to 60.000 EUR.

[98] The population used for extrapolating the number of people covers the EU28 as well as CH, NO, and IS i.e. 516.8 million people.

								(2016)
Europeans declaring that they benefited from the following items from another European country: • 160 million read a book (31%); • 140 million watched or listened to a cultural programme on TV/radio (27%); • 98 million visited a historical monument or site (19%); • 67 million were to a musical performance (13%); • 52 million attended a performance, festival, etc (10%); • 31 million saw a ballet, dance performance, or opera (6%); • 21 million went to a theatre performance (4%).					To be assessed during mid-term evaluation on data until 2017		Increase of 2% in comparison to 2017 results	Not available

Evaluations:

- **European Capitals of Culture :**
  Annual evaluation of the results of the 2015 European Capital of Culture
- **Creative Europe** – report to be finalised in June 2017
  The legal basis for Creative Europe provides for a combined interim evaluation of the 2014-2020 programme and an ex-post evaluation of the predecessor programmes.
- **European Heritage Label** – to be finalised in 2018.

Specific Objective 4.2: To promote the transnational **circulation** of cultural and creative works and operators and reach new audiences in Europe and beyond, with a particular focus on children, young people, people with disabilities and under-represented groups[99].

Related to (Creative Europe)

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

*** Result Indicator 51: Audience of the Creative Europe programme** (Culture sub-programme)
Definition: Number of people directly and indirectly reached through projects supported by the Programme
Source: Future projects final reports and mid-term programme evaluation

Baseline	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
No baseline as the previous programme supported					To be assessed during mid-term		Increase of 5% in comparison to	Not available

[99] Including Creative Europe's specific objective " (b) to promote the transnational circulation of cultural and creative works and transnational mobility of cultural and creative players, in particular artists, as well as to reach new and enlarged audiences and improve access to cultural and creative works in the Union and beyond, with a particular focus on children, young people, people with disabilities and under-represented groups;"

organisations, not individuals; first known results available in 2018 for the first time					evaluation on data until 2017		2017 results	

*** Result Indicator 52: Projects addressed to children, young people and under-represented groups, and people reached** (Culture sub-programme)
Definition: Number of projects addressed to children, young people and under-represented groups and the estimated number of people reached.
Source: Future projects final reports and mid-term programme evaluation

Baseline (2010)	Milestones						Target 2020	Latest known results (2016)
	2014	2015	2016	2017	2018	2019		
No baseline as the previous programme supported organisations, not individuals; first known results available in 2018 for the first time					To be assessed during mid-term evaluation on data until 2017		Increase of 7% in comparison to 2017 results	Not available

Main outputs in 2016:			
Policy–related outputs			
Description	Indicator (e.g. adoption by the Commission; completion)	Target date	Latest known results (situation on 31/12/2016)
a) Main Commission policy outputs			
Major initiative - (EEAS as lead service) - Communication on culture in external relations (Agenda Planning 2015/EEAS+/034)	Adopted	Q2 2016	8 June 2016
Major initiative - Proposal for a Communication on Promoting citizenship and the common values of freedom, tolerance and non-discrimination through education (Agenda Planning 2016/EAC/004)	Not adopted	Q1 2016	The initial initiative has been transformed due to political considerations into a Communication on supporting the prevention of radicalisation leading to violent extremism. It includes proposals from the education sector. It was adopted in June 2016.
Report from the Commission on the ex-Post evaluation of the European Capitals of Culture (ECOC) 2015 (Mons & Pilsen) – (Agenda Planning 2015/EAC/012)	Not adopted	December 2016	March 2017

Proposal for a Decision of the European Parliament and of the Council to modify the ECOC Decision No 445/2014/EU in order to reinforce the cultural links with EEA countries – (Agenda Planning 2016/EAC/008)	Adopted	Q2 2016	17 June 2016
b) Final outputs (by which delivery other actors are involved) or other relevant activities			
Work Plan for Culture 2015-2018: new OMC groups on participative governance of cultural heritage will deliver its guidelines for policy makers and cultural institutions	Adopted	December 2016	Expert group finished their work as planned. Actual publication, following linguistic revision, translation of executive summary, finalisation of layout and printing of physical copies expected by April 2017
Project on peer learning between cities and regions of Europe (second and last year)	Completed	December 2016	On schedule
Pilot project on European platform for festivals	Completed	1st half 2016	September 2016
Culture Forum	Completed	Q2 2016	April 2016
2016 European Capital of Culture (Donostia-San Sebastián, Wrocław) – to be completed	Completed	Launched in January 2016	January 2016
2017 European Capitals of Culture (Paphos, Cyprus; Aarhus, Denmark) - to be prepared	Prepared	December 2016	December 2016
2016 European Heritage Label to be granted to cultural sites	Granted	Q3 2016	Q3 2016
EU Prize: the 2016 European Border Breakers Award	Granted	January 2016	January 2016
EU Prize: the 2016 EU Cultural Heritage prize	Granted	May 2016	May 2016
EU Prize: the 2016 Literature prize	Granted	April 2016	April 2016
EU Prize: the 2016 Architecture prize	Granted	Mid 2016	Mid-2016
Regional and bilateral policy dialogue with key partner countries under the umbrella of the Cultural Diplomacy initiative	Completed	After 1st Quarter 2016	Q2 2016
Main expenditure outputs			
Description CULTURE strand		Target 2016 (foreseen)	Latest known results (situation on 31/12/2016)

Cooperation measures, such as those supporting international touring	43	34[100]
European networks, such as those promoting audience building	4	4
European platforms, such as those fostering international careers	6	4[101]
Literary translations and promotional support	60	60
Special actions, such as Prizes, ECOC, European Heritage label	5	2
Cross-sectoral strand CE: Cultural and creative projects in favour of refugees' integration	12	12[102]

C- Corporate activities (general objective 11)[103]

Library and e-Resources Centre of the Commission

General objective 11 - **To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents**

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

Main outputs in 2016:			
Description (source and baseline, 2014)	Indicator	Target in 2016	Latest known results (situation on 31/12/2016)
- **Books** (in titles): 4 500 of which 40% electronic - **Periodicals** (in titles): 5 400 of which around 90% electronic - **Newspapers and magazines** (in titles): 166	Acquisition of new relevant material relating to European integration Number of new	The e-Resources Centre aims at shifting from paper to electronic versions of information resources.	**Books:** 3 850 acquisitions, of which 33% electronic **Periodicals**: 7 384 titles, of which 95% electronic **Newspapers and magazines:** 161 titles, of which around 40%

[100] Fewer cooperation projects could be funded due to budgetary constraints.
[101] Fewer platforms could be funded due to budgetary constraints.
[102] The programme was able to prove its flexibility to adapt to unforeseen circumstances by introducing an ad-hoc call in 2016, in response to the massive migration flows into the EU, to address the socio-cultural dimension of the integration of refugees and migrants.
[103] As explained in DG EAC's Strategic Plan 2014-2020, corporate impact indicators are not relevant to these 2 activities due to their limited specific scope but related result/output indicators are monitored in DG EAC's Management Plan.

of which around 36% electronic; acquired through 1500 orders Source: the Library and e-Resources Centre statistics tools for all figures	acquisitions by category of information resources		electronic (69 titles)
- Consultation of FindeR: number of searches run. - Number of downloads from the Library 's electronic collection: 178 000 per year (2015) Source: the Library and e-Resources Centre statistics tools for all figures	Offer services in accordance with the changing nature of information resources	Effectively help users in dealing with information objects in a dramatically changing information environment.	**Searches in Find-eR:** 202 000 **Downloads from electronic collections:** 220 000 **Reference Service:** 2 106 requests handled

Other main activities to be implemented in 2016		
Effectively communicate on new library search tool FindeR in order to increase its visibility and use.	Delivered	Communication and training efforts, focussing on the use of our search and discovery tool Find-eR, have been intensified in 2016. As a result, around 600 Commission staff members have participated in presentations and hands-on courses given by Library staff (both in Brussels and Luxembourg).
Preparation for new generation cloud-based Library management system (to be operational in 2017).	Publication of the call	An inter-institutional call for tender was published in September 2016. The new framework contract is to be signed in February 2017.
Increase synergies with other institutional libraries.	Delivered	Cooperation with the Parliament and Council Libraries has been reinforced (also in the field of collection management). Several important calls for tender have been launched inter-institutionally (supply of a new Library Management System, supply of books, supply of eBooks via an electronic platform).
Continue to pursue centralisation of library services in the Commission as well as preservation and availability of the collections concerned and ensure continuity of service for the users of the closing libraries	Delivered	Library services in the Commission have been centralised to a large extent: 13 local libraries have been closed over the past few years and their role and collections have been taken over by the Library and e-Resources Centre. The remaining departmental libraries (such as those of the Legal Service, DG COMP, JRC, RTD, and DGT) are very important and there are no

		concrete plans for further centralisation.

Traineeships Office

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

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

Main outputs in 2016:			
Policy–related outputs			
Description (source and baseline, 2014)	Indicator	Targets in 2016	Latest known results (situation on 31/12/2016)
Source: online system - Pre-selection: From 30 mn to 10 mn (from the October 13 session and onwards) - Eligibility: min 30 mn •	Improved cost/effectiveness of the programme: Time needed per evaluator to assess each application - pre-selection eligibility and - selection phases	• Pre-selection: 10 mn max. within the online system (applicable as of the March 2014 session) • Eligibility: 15-20 mn max. The modernisation and rationalisation of the Unit's working methods is successfully accomplished in a full paperless online system	System is fully paperless
Source: Permanent users' survey consultative representative panel of users	Satisfaction of users: % of satisfied Trainees with their advisors	Satisfaction of most users	According to the latest available survey results: 87,85% of trainees were satisfied with their advisor 82,9%[105] were satisfied

- 86% *- 90%*[104] *- 92%*	with the Traineeships office service. % of satisfied Advisors: about the usefulness of the Programme for the trainees and for the Institution		with the Traineeships Office And 93,64% of advisors were satisfied about the usefulness of the programme
Expenditure related outputs			
Description		Targets 2016	Latest known results (situation on 31/12/2016)
Around 660 trainees twice per year Preparatory Action *New Narrative for Europe*: EU institutions trainees to be included as Ambassadors of the EU.		660	660 trainees twice a year Although trainees have not been included as Ambassadors, they have been very closely involved (through the Trainees' committee) in the New Narrative for Europe throughout their traineeship session
Other main activities to be implemented in 2016			
Functioning in full paperless system from the pre-selection phase for trainees to the Virtual Blue Book Update of all Internet sites and social media dealing with the Traineeship programme, as well as updating information for evaluators, coordinators and advisers To ensure corporate coverage (2015-2019) for the Inter-Institutional health insurance of in-service trainees (in the Commission, European Parliament, the Council, the Committee of the Regions, the European Economic and Social Committee, the Ombudsman and the Court of Justice).		Completed Completed Completed	Completed Update completed

[105] This percentage refers to the work undertaken by the Traineeships Office.
[104] This percentage refers to the traineeship experience as such.