



29/02/2016

Management Plan 2016

DG EDUCATION AND CULTURE

Table of Contents

PART 1	OVERVIEW OF MAIN OUTPUTS FOR THE YEAR	4
A.	JOBS AND GROWTH/COMPETITIVENESS (general objective 1-A)	4
1.	Education and Innovation policies for Jobs and Growth/competitiveness in 2016: modernising higher education	4
i.	Contribution of education to the New Skills Agenda for Europe	4
ii.	Modernisation of higher education	4
iii.	Implementation of other ET 2020 priorities	6
iv.	European Pillar of social rights	8
v.	European Fund for strategic Investment	8
2.	Education and Innovation Funding for Jobs and Growth/competitiveness in 2016 (ABB 15.02 Erasmus+ and ABB 15.03 Horizon 2020/MSCA and EIT)	9
i.	Modernising education (ABB 15.02 Erasmus+)	9
ii.	Integrating the knowledge triangle of research, innovation and education (ABB 15.03 Horizon 2020/EIT)	11
iii.	Fostering the mobility, training and career development of researchers (ABB 15.03 Horizon 2020/MSCA)	12
3.	Education and Innovation Outputs for Jobs and Growth/competitiveness in 2016	13
4.	Youth policy for Jobs and Growth/competitiveness in 2016: tackling youth unemployment	20
5.	Youth Funding for Jobs and Growth/competitiveness in 2016 (ABB 15.02 Erasmus+)	20
6.	Youth Outputs for Jobs and Growth/competitiveness in 2016	21
7.	Sport policy for Jobs and Growth/competitiveness in 2016	22
8.	Sport Funding for Jobs and Growth/competitiveness in 2016 (ABB 15.02 Erasmus+)	22
9.	Sport Outputs for Jobs and Growth/competitiveness in 2016	23
10.	Culture policy for Jobs and Growth/competitiveness in 2016	24
11.	Culture Funding for Jobs and Growth/competitiveness in 2016 (ABB 15.04 Creative Europe)	24
12.	Culture Outputs for Jobs and Growth/competitiveness in 2016	25
B.	JOBS AND GROWTH / SOCIAL INCLUSIVENESS (general objective 1-B)	28
13.	Education and Innovation policies for Jobs and Growth/social inclusiveness in 2016: social inclusion through learning and fight against intolerance	28
i.	Integration through learning	28
ii.	Implementation of other ET 2020 priorities	29
14.	Education and Innovation Funding for Jobs and Growth/social inclusiveness in 2016 (ABB 15.02 Erasmus+)	30
15.	Education and Innovation Outputs for Jobs and Growth/social inclusiveness in 2016	32
16.	Youth policy for social inclusiveness in 2016: tackling youth unemployment and social exclusion	34
17.	Youth Funding for Jobs and Growth/social inclusiveness in 2016 (ABB 15.02 Erasmus+)	35
18.	Youth Outputs for Jobs and Growth/social inclusiveness in 2016	35
19.	Sport policy for Jobs and Growth/social inclusiveness in 2016	38
20.	Sport Funding for Jobs and Growth/social inclusiveness in 2016 (ABB 15.02 Erasmus+)	38
21.	Sport Outputs for Jobs and Growth/social inclusiveness in 2016	39
22.	Culture policy for Jobs and Growth/social inclusiveness in 2016	41
23.	Culture Funding for Jobs and Growth/social inclusiveness in 2016 (ABB 15.04 Creative Europe)	41
24.	Culture Outputs for Jobs and Growth/social inclusiveness in 2016	42

C.	CORPORATE ACTIVITIES (general objective 11)	44
1.	Library and e-Resources Centre of the Commission	44
2.	Traineeships Office	46

PART 2 ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR..... 47

A.	Human Resource Management	47
B.	Financial Management: Internal control and Risk management	48
C.	Better Regulation	52
D.	Information management aspects	53
E.	External communication activities	54
F.	IT Support and logistics	56
G.	Examples on efforts to improve economy and efficiency	58

PART 1 Overview of main outputs for the year

For each general objective of DG Education and Culture (Jobs and Growth/Competitiveness; Jobs and Growth/Social Inclusiveness; corporate services) this section presents main outputs, particularly **new actions** to be implemented in the year, as well as **new evaluation results** which justify pursuing or reorienting activities. The numbering of specific objectives is not continuous in order to match previous years' planning/reporting cycle and ensure an easier monitoring with funding programmes.

A. Jobs and Growth/competitiveness (general objective 1-A)

The upcoming long-term growth strategy will be an opportunity to raise the profile of human capital on the EU agenda for its role to contribute to economic sustainability beyond 2020

1. Education and Innovation policies for Jobs and Growth/competitiveness in 2016: modernising education

Steered by the Juncker Commission and its review of the Europe 2020 strategy, the year 2016 in this field will be marked by the New Skills Agenda for Europe, notably the **modernisation of higher education** and innovation.

i. Contribution of education to the New Skills Agenda for Europe

This initiative responds to the European Commission's first political priority, "A New Boost for Jobs, Growth and Investment". President Juncker and First Vice-President Timmermans announced in their letter of intent to the EP actions to "strengthen the inclusiveness of the labour market and social investment", including the development of a new skills agenda for Europe. Under the joint responsibility of Commissioner Thyssen and Navracsics, a **New Skills Agenda for Europe** will be adopted by the Commission in 2016, as a Commission Work Programme initiative, dealing with skills development, enhanced visibility and recognition of existing skills/qualifications, and projection of future skills needs.

Actions in the *New Skills Agenda* will reflect the **lifelong learning approach**, recognising that skills' development starts in pre-school and develops to a large extent in schools (general and vocational education) and in higher education. Firstly, high quality early childhood education (ECEC) has an essential input into the educational success of children especially for disadvantaged families. Boosting the status of the EU quality framework for ECEC would make this framework a stronger tool to assist and guide Member States. Secondly, EU action is required to support Member States' efforts to strengthen their quality assurance provisions and innovative initiatives for schools. These should be made more coherent and sustainable across the EU. Thirdly, promoting a broader set of key skills and competences is essential to boost people's employability and innovative capacities in an evolving labour market but equally their active involvement in society (contributing as well to general objective I-B). To this aim a stocktaking of the *Key Competences Framework* will be carried out to possibly extend its operational content and to maximise its application and benefits for both educators and employers. Lastly, high-end skills are essential in an entrepreneurial, high technology and innovative economy. The relevance of higher education outcomes needs to be improved to match labour market needs. Excellent and relevant higher education must therefore also be a top priority within the Skills Agenda.

ii. Modernisation of higher education

European **higher education has a key role for Jobs and Growth** in maximising Europe's knowledge base and innovation capacity, but it is not yet optimally configured to do so, and different national systems are at very different stages of evolution. Given the rapid expansion of higher education in recent years, the increasing potential and impact of technology, concerns about quality and relevance in a fast changing labour market and about civic engagement among students (contributing as well to general objective I-B), the existing modernisation agenda for higher education is being reviewed to ensure it remains fit for purpose. The aim is to strengthen the focus on societal and labour market relevance and on the role of universities in delivering skills to drive innovation and growth. A public consultation on the review, supplemented by position papers from governments and major European stakeholders in higher education, closes on 29 February 2016.

In recognition of the broader role of higher education in research, innovation, societal and social development, DG EAC will produce **an updated modernisation agenda** as a sector-specific strategy until 2020. The modernisation agenda will bring together a focused set of EU-level actions (evidence building, policy support, capacity building and targeted programme funding) to support Member State structural reforms and underpin delivery of the Commission Agenda for Jobs, Growth, Fairness and Democratic Change. The Executive Agency will contribute in 2016 to the review with input on Erasmus+ programme activities and evidence notably from the Eurydice network, including a report on teaching staff.

In line with specific objectives 1.2 and 1.3, access to and success in higher education, as well as employability, will remain key themes of ET 2020 cooperation with Member States until 2018 drawing inter alia on the conclusions of the 2015 Yerevan Bologna Ministerial conference. The development of **U-Multirank**¹, launched in 2013 for benchmarking performance of higher education institutions, will be pursued with the third round of results published in 2016. U-Multirank is a strategic tool for policy-makers and institutional leaders as well as for students looking to study abroad. It provides performance results which have never been published before, highlighting the strengths and weaknesses of over 1,200 institutions from over 80 countries (2015). The goal is for U-Multirank to be run by an independent organisation as from 2017.

Furthermore, **HEInnovate**, the online self-assessment tool for higher education institutions (HEI) interested in developing their entrepreneurial capacities - launched by the European Commission in collaboration with the OECD - has attracted so far more than 600 HEIs that took part in a voluntary self-assessment.² HEInnovate will continue to be promoted during the year and further developed based on feedback from the higher education community. In terms of policy development, four **country reviews**³, based on the HEInnovate methodology, will be carried out in close cooperation with the OECD by end of 2016 and will form a basis for possible peer learning activities in the future.

In addition to the University-Business Forum, to reinforce the contribution of higher education to innovation and the labour market, a first meeting of a European **University-Business**

¹ U-Multirank is a new independent tool to compare universities and other higher education institutions (HEIs) in Europe and across the world. It uses multi-dimensional indicators, measuring a wider range of HEI activities than other available ranking systems, in research, teaching and learning, regional engagement, knowledge transfer and internationalisation. One of the key features is that it allows users to decide which performance indicators are important for them, so that the ranking can be tailored to their needs. U-Multirank has received start-up funding from the Lifelong Learning Programme and Erasmus+.

See HEInnovate.eu for more on its results, outreach, best practices and institutional change actions developed.

³ IE, HU, PL and most likely NL; a similar review was completed in BG in 2015.

Working Group, with representatives of national rector conferences and business representatives, will be organised in 2016.

iii. Implementation of other ET 2020 priorities

In line with its specific objective 1.3, the 2015 Joint Report ET 2020 and the Annual Growth Survey, DG EAC will continue to support policy dialogue and exchange on how to modernise education and training systems.

To improve the transparency and coherence of **ET 2020 activities**, DG EAC— in cooperation with the Member States (including the trio of Council Presidencies) — will prepare an *ET 2020 indicative rolling Work Plan*, providing an overview of key activities and peer learning events planned for the informal meetings of senior officials (Directors General for schools, for vocational education and training and for higher education and High-Level Group on Education and Training), the ET 2020 Working Groups, the EQF Advisory Group and the Standing Group on Indicators and Benchmarks.

As of 2016 a new generation of **Working Groups** will work on *concrete* issues identified in the *ET 2020 Joint Report*, in line with mandates endorsed by the High-Level Group on Education and Training in December 2015⁴. Innovative working methods will be encouraged and the outputs of the Groups will be better disseminated so as to enable real knowledge-sharing, as well as to facilitate follow-up work. ET 2020 peer learning activities within the Working Groups will be strengthened and enable Member States sharing similar policy challenges to work in clusters. Voluntary peer reviews on country-specific challenges will be better prepared and based on interactive dialogue. Tailor-made peer counselling will be used as appropriate to support particular national reform agendas. The dissemination of good practice and lessons learned, using international evidence when relevant, will be enhanced through thematic events, policy learning exchanges and other arrangements for knowledge transfer and exchanges on what works in education. To facilitate an effective take-up of certain key ET 2020 outputs by education and training stakeholders, special attention will be given to the dissemination of the essential messages in the EU's official languages, as resources allow. Dissemination arrangements have also been included in the mandates of the ET 2020 Working Groups and will be reflected in the rolling Work Plan. The potential of the Erasmus+ programme will be used to increase the impact of the ET 2020 tools, including by anchoring the preparation for policy experimentations in the Working Groups and using evidence gathered through excellent projects.

The fifth edition of the **Education and Training Monitor** is to be adopted late 2016. The modernisation of education will remain supported through the open method of coordination (see section on Operating Context in DG EAC's Strategic Plan), as well as studies⁵ and the collection and use of data from relevant sources, e.g. expert networks such as EENEE and NESET⁶. Online cooperation between stakeholders, including policy-makers, like in EPALE⁷ (Electronic Platform for Adult Learning in Europe) and the School Education Gateway, the new online European Toolkit for Schools and Open Education Europa will continue facilitating dialogue and exchanges, as well as dissemination of practices.

⁴ The Groups will report regularly to the relevant informal groups of senior officials (DG meetings and the High-Level Group on Education and Training) which will provide steering, and to the Education Committee which will bring relevant outputs to the attention of the Council.

⁵ See annex 3.

⁶ EENEE: European Experts Network on Economics and Education; NESET: Network of Experts on Social aspects on Education and Training.

⁷ <https://ec.europa.eu/epale/en>

Within the **European Semester 2016**, this analysis will back up the continuing country specific assessment within the Europe 2020 process. DG EAC will support Member States in 2016 in the implementation of the Country Specific Recommendations (CSRs) through the organisation of peer reviews, national seminars on key policy challenges (peer counselling) and the Education and Training Working Groups. DG EAC will also continue cooperation with the OECD on country specific analysis.

In the context of the Digital Single Market (DSM) initiative⁸, the Commission will continue supporting the promotion of **digital and open learning resources** and practices in all education sectors, through the actions foreseen in the *Opening Up Education* initiative, at national level in guiding reforms through the Open Method of Coordination and at institutional level through Erasmus+ projects and online collaborative platforms such as EPALe, Open Education Europa, eTwinning and the School Education Gateway. Regarding copyright, concerns over the remuneration of authors and enforcement aspects, as well as the developments in the field of online and cross-border education will be taken into account (see section 10).

To support the development of skills, in particular **basic and transversal skills**, there is a proposed stock-taking of the 2006 Recommendation on **Key Competences for Lifelong Learning** as part of the policy initiative on skills. To complement this work, the ET2020 Working Group on Schools will outline possible quality assurance mechanisms and support to teachers, which will be key in driving towards high quality school education for growth and jobs. DG EAC will also continue to work with relevant policy networks, such as KeyCoNet, the Key Competence Network for School Education.

Lastly, Commissioner Navracsics will give a new boost to **entrepreneurship education** across Commission-services. As a key enabler of the growth and jobs priority of the Juncker Commission, entrepreneurship education is important to support both business creation and social inclusion (contributing as well to general objective I-B). Member States will be proposed to commit themselves to ensure that each pupil has the opportunity to gain entrepreneurial experience before completing secondary schooling. Work on entrepreneurship education will be backed by a Eurydice publication, and supplemented by topical content in the School Education Gateway and in EPALe, the Electronic Platform for Adult Learning in Europe and through the integration of entrepreneurship, research and education in the European Institute of Innovation and Technology.

In the field of **international education cooperation**, key partners in 2016 will include, but not be limited to countries covered by the Neighbourhood Policy, Southern Mediterranean, Eastern Partnership, Western Balkans, Africa and the BRICs in line with specific objective 1.4. Work will be guided not only by the 2013 *Commission Communication on European higher education in the world*, but also by the Communication on the *Review of the European Neighbourhood Policy*⁹ and the *European Agenda on Migration*¹⁰. DG EAC will continue to pay particular attention to Neighbouring and Western Balkan countries, including countries in crisis. The *Communication on culture in external relations* to be adopted in 2016 will equally aim at enhancing exchanges in education (see section 22). DG EAC will assist Member States and higher education institutions to develop comprehensive internationalisation strategies, going beyond mobility and incorporating both internationalisation at home and the strengthening of strategic partnerships with partners around the world. EU support will

⁸ COM(2015) 192 final of 6 May 2015; SWD(2015) 100 final

⁹ http://eeas.europa.eu/enp/documents/2015/151118_joint-communication_review-of-the-

enp_en.pdf

¹⁰ COM(2015) 240 of 13 May 2015

continue to be provided via the Erasmus+ programme as well as dialogue with a number of priority Partner countries.

iv. European Pillar of social rights

In 2016 DG EAC will further contribute to the work on the *European Pillar of Social Rights*, which is among the new initiatives in the 2016 Commission Work Programme and aims to contribute to **upwards convergence going beyond the European Monetary Union**. The initiative draws from a commitment of President Juncker, as formulated in the State of the Union address, the Five Presidents Report and the Commission Work Programme 2016. Furthermore, the orientation debates on social issues of June and October 2015 have provided concrete guidelines.

This initiative will address concrete issues such as the diversity of labour market national situations through a two-strand approach: addressing gaps in existing legislation and identifying common principles with a view to greater convergence of employment and social performance. This could include **benchmarks** in areas for which legislation is not suitable, such as education and training, either through the European Semester framework or through Council Recommendation setting concrete parameters for the Member States. DG EAC will in particular contribute by making the case for the need for **structural reforms** to establish modern and inclusive social and education systems through comprehensive strategies, and to ensure access for every citizen to a suitable education and lifelong learning.

v. European Fund for strategic Investment

In 2016 DG EAC will continue to raise awareness and promote the opportunities of the Investment Plan for Europe and of the new European Fund for Strategic Investments (EFSI) for the education and training sector - in particular in relation to infrastructure (including Public-Private Partnerships), R&D activities and business cooperation (including through the European Institute of Innovation and Technology), vocational training programmes and student loans – with the aim of increasing investment in the education sector and **mobilising additional resources for education** through the private sector.

This will also involve helping education stakeholders to access dedicated **technical assistance**, in particular through the European Investment Advisory Hub for project preparation, financial structuring, project bundling, and for promoting investment platforms with National promotional Banks; promoting the aggregation of small projects. DG EAC will also look at ways to invest in intangible assets such as teacher training or vocational training and at possible complementarity between EFSI and the European Structural and Investment Funds (ESIF).

2. Education and Innovation Funding for Jobs and Growth/competitiveness in 2016

(ABB 15.02 Erasmus+ and ABB 15.03 Horizon 2020/MSCA and EIT)

i. Modernising education (ABB 15.02 Erasmus+)

In order to pursue the objectives and benefits of Erasmus+ mentioned in its Strategic Plan, DG EAC will implement the **2016 Work Programme for Erasmus+**,¹¹ the first Programme adopted by the Commission Juncker, as planned with a maximum total budget of 2.229 billion increasing compared to 2015 (€ 1.835 billion).¹² The priorities of the new Education and Training 2020 and EU Youth strategy work cycles will more generally determine actions and themes of intervention to be implemented in 2016 with the support of the programme.

All new elements of the programme, as mentioned in DG EAC's Strategic Plan, will continue to be strengthened in 2016. This is particularly the case of the Erasmus+ **Master Loans Guarantee Scheme**¹³ launched in 2015. For each euro provided in the form of an EU guarantee, a further six euros will be provided as student loans by the participating banks. With a cap at 90% for an individual loan and at 18% of the bank's total portfolio volume, the EU risk will remain limited to 16% of the total loan amount. The European Investment Fund (EIF) will continue to engage with banks to increase applications to sign up to the new scheme, which will come available to many more Master students with an improving geographic balance.

Multiple periods of **learning mobility** are now possible with Erasmus+ (Key Action 1) and taking up a traineeship abroad is also facilitated. **400,000 individuals** will benefit from such learning mobility across Europe in 2016 under Erasmus+, in line with specific objective 1.1. The Executive Agency will deliver the mobility scoreboard, which will help strengthen knowledge-based policy in that field.

Furthermore, about **2.500 cooperation actions** which can be considered as new compared to the previous generation of programmes - and notably the Strategic and Collaborative Partnerships as well as the Knowledge Alliances and the Sector Skills Alliances - will be further improved, to make sure to achieve specific objective 1.2. The recent collaborative platforms *EPALE* for adults and the *School Education Gateway* will carry on expanding their content, functionalities and audience. *EPALE* will develop further the exchange of good practice to develop adults' basic skills, through new thematic pages and a reinforced partnership with the European Basic Skills network. Over the next years, a significant share of the budget increases will have to be allocated to Key Action 2 to achieve the announced outputs by 2020. A particular focus will be on changes to curricula to meet emerging professional needs for digital skills or "green skills". Erasmus+ will also fund countries willing to scale-up the number of entrepreneurial experiences provided in their schools.

Lastly, in line with specific objective 1.4, Erasmus+ will continue to have a strong international dimension through its main three actions, with a particular focus on the **Neighbouring region**,

¹¹ C(2016) 1122 – amended 2016 Work Programme Erasmus adopted on 26 February 2016

¹² 62,17 % of funding allocated to Key Action 1; 26,23% to Key Action 2; 4,94% to Key Action 3; 1,85% to Jean Monnet Operations; 1,53% to Sport and 3,27% to Management fees, covering objective general I-B as well.

¹³ The Student Loan Guarantee facility enables students completing a full Master's degree abroad (1 or 2 years) to gain access to loans provided by participating banks and guaranteed by the EU, via its partner the European Investment Fund. Leveraging around 500 million € of Erasmus+ funding, the Guarantee facility will provide up to 3 billion EUR in loans to an estimated 200,000 students by 2020.

where additional funds will be available as from 2016 (European Development Fund), in particular to address the needs of countries in crisis.

Africa, Caribbean and the Pacific will for the first time in 2016 be covered by the Erasmus+ programme. Support to **Partner countries** via Erasmus+ will concentrate on credit mobility, degree mobility (Erasmus Mundus joint Master degrees) and capacity building measures.

With respect to support to **policy reform** (Key action 3), in line with specific objective 1.3, the budgetary limitation set in the Erasmus+ legal basis will require strategic programming, notably to focus available funds on activities which bring most support to policy priorities.

To reach larger audiences and to make 2014-2020 programmes more accessible for new potential beneficiaries will remain a **communication priority** for the DG. In particular, the *international credit mobility* funded on the external action heading is a new action for universities, which have not requested all funds available at the start of the programme. Efforts will be made with National Agencies to promote a higher take up of this action, in particular among non-traditional partners.

2016 will also be a year in which it will be possible to draw **first concrete results** about the projects supported and realised in the first years of the programme. The Commission and the entrusted bodies in charge of the programme will invest energies in sharing and further exploiting the results of the projects funded under Erasmus+. For instance, results from ongoing Erasmus+ projects will be used to feed into dialogue on higher education policies with strategic partner countries and regions around the world.

The first outcomes will also serve to prepare the reflections about the future generation programme. Erasmus+ represents a very visible and positive impact of the EU for many individuals and can absorb even more of the budget reaching more citizens with tangible results. With a trend significantly above the expected 4 million Erasmus+ learning mobilities over the programming period, the available budget remains insufficient with respect to the high level of demand. The Commission will prepare in 2016 the **mid-term review** of the Multiannual Financial Framework 2014-2020, as well as the mid-term evaluation of Programmes due in 2017, in the context of the initiative *EU budget focussed on results*. This might be an opportunity to orient the EU budget further towards human capital in reallocating funds within programmes/headings and in simplifying further programmes.

In its third year of implementation, the Erasmus+ programme will enter into **a phase of greater stability** compared to the previous two years. The programme rules will be maintained essentially stable, to allow potential stakeholders to become further acquainted with the young architecture of the programme and to fully exploit its opportunities. On the basis of the stakeholders' feedback DG EAC will continue to simplify progressively business requirements targeting primarily beneficiaries and then National Agencies. In order to address criticisms about the lack of user-friendliness of the suite of IT tools put in place for Erasmus+, National Agencies and beneficiaries will be further associated to the information systems developments to identify better solutions. The DG will have to keep investing substantial resources (staff and finances) in IT systems beyond the initial phase, so as to correct this perception.

Overall the implementation of the programme is **expected to remain on target**. Close monitoring will continue to be carried out notably in order to provide the necessary assurance. Following the feedback received from the first years, efforts will be directed to optimising performance and user-friendliness of the business processes and IT tools supporting the implementation of the programme, in particular those that concern its.¹⁴

The DG will pursue inter-service collaboration with DG Employment, Social Affairs and Inclusion to maintain consistency between policies and programme funding as regards the skills and qualifications recognition, vocational education and training and adult learning as well as the overall coherence of education and training policies.

ii. Integrating the knowledge triangle of research, innovation and education (ABB 15.03 Horizon 2020/EIT)

The European Institute of Innovation and Technology will further push its mission of integrating higher education, research and business. In 2016, the total budget for operational activities to be implemented by the EIT amounts to 248.4 M€. The EIT will continue to **extend the KIC¹⁵ model to two new areas**: “*food4future*” and “*added value manufacturing*”, according to plan¹⁶ and specific objective 1.8. It will also strengthen its work in new Member States and implement the EIT education label.

In terms of **outreach**, DG EAC will hold in particular the 7th annual meeting between the European Commission, the EIT and the KICs, while the EIT will hold the 2nd *InnovEIT* event, gathering the innovation stakeholders across Europe and beyond. Finally, the EIT will strengthen its on-going contribution to the *Innovation Union* initiative, and the Union's policy initiatives in the areas of the KICs' operations (ICT, climate, energy, health and raw materials).

As regards the **EIT management** DG EAC will explore with the to-be-appointed director of the Institute in 2016 new ways of steering the EIT's capabilities and to strengthen its role in the future. This will include the KICs' participation in EFSI projects (see section A.1.v) as well as broadening the reach of the KICs' work. In terms of efficiency, the EIT has begun implementing the *Strategic Innovation Agenda* obligation of setting up a simplification agenda with concrete benchmarks. This will be monitored and followed-up in the 2017 grant cycle over 2016-2018. In 2016 DG EAC will conduct an assessment of the EIT's implementation of the Internal Control Standards and decide whether it can be granted full financial autonomy.

The next **evaluation of the EIT** activities will be carried out in 2016-2017 to cover the period of 2011-2015, and will contribute to the Horizon 2020 mid-term evaluation. The evaluation will assess both the work of the EIT and the work of the KICs insofar as it is relevant to the implementation of the EIT's mission. This will be an opportunity to disseminate the results and impacts of the EIT's first five years of operation.

¹⁴ See annex 5

¹⁵ Knowledge and Innovation Communities (KICs) are excellence-driven partnerships of higher education institutions, research organisations, companies and other stakeholders within self-supporting networks.

¹⁶ See about the Strategic Innovation Agenda 2014-2020 in DG EAC's Strategic Plan.

iii. ***Fostering the mobility, training and career development of researchers (ABB 15.03 Horizon 2020/MSCA)***

The Marie Skłodowska-Curie actions (MSCA) will continue to invest in the skills and competences of excellent researchers to enable them to face forthcoming challenges in line with specific objective 1.7. MSCA have a proven track record of success in **boosting employment of young researchers**.

MSCA will support some **150 programmes to structure** the way **doctoral training** is delivered in Europe and to propose new innovative ways of preparing PhD candidates for their jobs. With a budget of 759 M€ in 2016, additional **10 000 researchers** (~2 500 of them at the PhD level) will benefit from the MSCA fellowships to advance their careers and boost networking opportunities for greater international and inter-sector collaboration. This will respond to the increasing demand for the best talent and will also contribute to reinforcing the EU global attractiveness.

In order to better respond to the needs of innovation and growth in providing suitable competences matching the evolving needs of both public and private employers and, in 2016 a **new Society and Enterprise panel** will be launched in 2016 as part of MSCA Individual Fellowships. It will allow highly innovative projects to be funded in the private sector (enterprises, SMEs, but also NGOs or museums and hospitals) and offer over 50 fellowships to researchers willing to work on risky and innovative research projects on European scale.

The Commission will prepare in 2016 the **mid-term assessment of MSCA** which will provide input to the evaluation of Horizon 2020 activities, due in 2017, in the context of the initiative **EU budget focussed on results**. This will be an opportunity to disseminate concrete results of MSCA-funded projects that strengthen centres of research and innovation excellence around the EU, contribute to Europe's competitiveness and world-wide attractiveness,

MSCA are highly oversubscribed and the available **budget remains insufficient** with respect to the level of demand. This is particularly relevant for the main scheme of the programme - Innovative Training Networks – where the success rates are only at the level of 7% and may, in a long term, discourage many high-quality research institutions from participating in the programme. This will be recalled in the mid-term review of MFF 2014-2020.

3. Education and Innovation Outputs for Jobs and Growth/competitiveness in 2016

See section 15 as to the other education-related specific objectives.

Relevant 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			
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; ¹⁷		Related to (Erasmus+)	
Management mode: <input checked="" type="checkbox"/> Direct DG <input checked="" type="checkbox"/> Direct Executive Agencies <input checked="" type="checkbox"/> Indirect (through National Agencies)			
Main outputs (indicator for each output: fully carried out)			
a) Main Commission policy outputs		Target date	
		To be delivered in 2016	
See under specific objective 1.3			
b) Final outputs (by which delivery other actors are involved) or other relevant activities		To be implemented in 2016	
See under specific objective 1.3			
c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)			
Outputs		Number of outputs foreseen (F) and produced (P)	
		Total by 2020	
		2016	
Individual mobility of Staff (HE-VET - Schools -Adult)	F	76 326	650 009
	P	-	
Individual Mobility of Students (HE)	F	236 207	1 869 407
	P		
Individual Mobility of Students (VET)	F	81 777	675 127
	P	-	
Erasmus Mundus Joint Masters		3 400	28 4257
Master loans (Student loan guarantee facility)	F	20 890	200 236
	P		
Operating grants for National Agencies	F	55	55
	P	-	

¹⁷ 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;"

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 stakeholders¹⁸

Related to (Erasmus+)

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

Main outputs (indicator for each output: fully carried out)

a) Main Commission policy outputs	Target date
	To be delivered in 2016
See under specific objective 1.3	
b) Final outputs (by which delivery other actors are involved) or other relevant activities	Target date
	To be implemented in 2016
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 approximately 190 new institutions to reach the minimum target of 875 (fully) participating institutions in 2016.	Throughout 2016
<u>HEInnovate</u> : 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.	Throughout 2016
Thematic <u>University-Business Forums</u> are scheduled to take place in Vienna (February) and Helsinki (June); one or two additional national events will be organised in the 2 nd 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.	1 st half of 2016

¹⁸

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;"

c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)

Outputs	Number of outputs foreseen (F) and produced (P)		Total by 2020
		2016	
Strategic partnerships	F	1 863	20 384
	P		
Knowledge alliances/Sectoral Skills Alliances	F	42	241
	P		
Web Platforms	F	4	4
	P		

Specific Objective 1.3: To promote at **policy level**, in particular through enhanced policy cooperation, the dissemination of good practices and better use of Union transparency and recognition tools in education and training: the emergence of a European area of skills and qualifications, policy reforms at national level for the modernisation of education and training systems in a lifelong perspective, and digital learning;¹⁹

Related to (Erasmus+)

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

Main outputs (indicator for each output: fully carried out)

a) Main Commission policy outputs	Target date
	To be delivered in 2016
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)	3 rd Quarter 2016
Staff Working Document on <u>Education and Training Monitor 2016</u> ²⁰	4 th Quarter 2016
b) Final outputs (by which delivery other actors are involved) or other relevant activities	To be implemented in 2016
<u>OMC</u> : Launch of a new generation of ET 2020 working groups	February 2016
European <u>network of National literacy organisations</u>	will be prolonged until 31 March 2016

¹⁹ 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"

²⁰ See annex 3 for studies

c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)

Outputs	Number of outputs foreseen (F) and produced (P)		Total by 2020
	2016		
	F	N/A	
Support for policy reform	P		

NB: The numbering of objectives is not continuous in order to match previous years' planning/reporting cycle and ensure an easier monitoring with funding programmes.

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;²¹ Related to (Erasmus+)

Management mode: ☒ Direct DG ☒ Direct Executive Agencies ☒ Indirect (through National Agencies as from 2015)

Main outputs (indicator for each output: fully carried out)

a) Main Commission policy outputs	Target date
	To be delivered in 2016
See under specific objective 1.3	
b) Final outputs (by which delivery other actors are involved) or other relevant activities	To be implemented in 2016
See under specific objective 1.3	
Regional and bilateral policy dialogues with key <u>partner countries</u> , 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.	Throughout the year
Contribution to the <u>Pan-African Quality Assurance</u> and Accreditation Framework (contribution to ABB activity 21.02)	Throughout the year
<u>G7 Meeting</u> on Education Policy – Japan	May 2016
China-EU ministerial meeting on <u>Higher Education in China</u> .	September 2016

c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)

Outputs	Number of outputs foreseen (F) and produced (P) 2016		Total by 2020
International Student and Staff Mobility (Heading 4) - individuals	F	17 906	114 220
	P		
Degree Mobility (Heading 4) - individuals	F	280	1 724
	P		
International HE capacity building (Heading 4) - projects	F	159	1 026
	P		

²¹ 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;"

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)

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

Main outputs (indicator for each output: fully carried out)

a) Main Commission policy outputs		Target date
		To be delivered in 2016
Evaluation of the Marie Skłodowska-Curie actions (interim results)		October 2016
Study on the <u>European Industrial Doctorates</u>		November 2016
Study on <u>research careers</u> in Europe ²²		May 2016
b) Final outputs (by which delivery other actors are involved) or other relevant activities		To be implemented in 2016
Third edition of the MSCA <u>Bridging Business and Academia campaign</u>		1 st Quarter 2016
Dedicated campaign to disseminate results of the MSCA projects to the general public		Throughout the year
Campaign to promote MSCA in the countries associated to Horizon 2020		Throughout the year
Celebration of <u>20 years of the MSCA programme</u>		2 nd semester of 2016
c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)		
Outputs		Number of outputs foreseen (F) and produced (P)
		Total by 2020
		2016
Individual Grants	F	1 500
	P	
Prizes	F	-
	P	
Procurement	F	6
	P	
Financial instruments	F	-
	P	
Experts	F	2 000
	P	
Others	F	-
	P	

²² See annex 3

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)

Main outputs (indicator for each output: fully carried out)

a) Main Commission policy outputs	Target date
	To be delivered in 2016
<u>Evaluation</u> 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 draft final report will be delivered in December 2016/February 2017
b) Final outputs (by which delivery other actors are involved) or other relevant activities	To be implemented in 2016
<u>Two new KICS</u> in the field of “food4future” and “added value manufacturing”	Designated in November 2016
Monitoring of the <u>simplification agenda</u> including evaluation criteria	Agenda will be finalised in 2016 (and implemented from the 2017 grant cycle).
<u>2nd InnovEIT conference</u> , including the Stakeholder Forum, the Member States configuration, the EIT award ceremony, the EIT alumni meeting and an overall innovation stakeholders conference	April 2016
<u>Outreach and dissemination activities</u> : The Regional Innovation Scheme (RIS) foreseen in the EIT Regulation will be implemented by the KICs to reach out to potential excellent innovation players across the EU.	From 2016 grant cycle.

c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)

Outputs		Number of outputs foreseen (F) and produced (P)	Total by 2020
		2016	
Others (EU Subsidy)	F	1	
	P		

4. Youth policy for Jobs and Growth/competitiveness in 2016: tackling youth unemployment

Building on the EU Work Plan for Youth 2016-2018 and in line with specific objective 2.2, the focus in 2016 will remain on the contribution of youth work and non-formal and informal learning activities to **addressing the transition from youth into the labour market** and to adulthood. The youth unemployment rate in the EU increased by about 50% since the financial crisis hit - from 15.8% in 2008 to 23.5% in 2013, before receding to 21.4 % at the end of 2014 – making it one of the groups that have been worst affected by the crisis. The Commission will look into new approaches in youth work in order to maximize the development of potential and talent of young people and will improve evidenced based information in form of the EU Youth Wiki and the EU Youth Monitor.

In 2016, the DG will exploit findings from the expert groups on the specific contribution of youth work in particular on the transition from education to employment. The DG will also use the results of the peer-learning exercise between Member States on how to make youth policy-making more cross-sector at national level.

See under section 16 under general objective 1-B for other specific objectives related to youth which contribute partly as well to general objective 1-A.

5. Youth Funding for Jobs and Growth/competitiveness in 2016 (ABB 15.02 Erasmus+)

In order to pursue the objectives for Jobs and Growth presented in its Strategic Plan in the field of youth, DG EAC will implement the 2016 Work Programme for Erasmus+, as planned.²³ Around **140,000 people**, including around 35,000 youth workers, will benefit from youth exchanges or voluntary projects across Europe. Meanwhile 140 youth strategic partnerships will be funded.

²³

C(2016) 1122 – amended 2016 Work Programme Erasmus adopted on 26 February 2016

6. Youth Outputs for Jobs and Growth/competitiveness in 2016

See section 18 as to the other youth-related specific objectives

Relevant 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

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.²⁴ Related to (Erasmus +)

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

Main outputs (indicator for each output: fully carried out)

a) Main Commission policy outputs		Target date		
		To be delivered in 2016		
See under specific objective 2.3				
b) Final outputs (by which delivery other actors are involved) or other relevant activities		To be implemented in 2016		
See under specific objective 2.3				
c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)				
Outputs		Number of outputs foreseen (F) and produced (P)		Total by 2020
		2016		
Strategic partnerships	F	1 800	13 390	
	P			
Web platform	F	1	1	
	P			

²⁴

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;"

7. Sport policy for Jobs and Growth/competitiveness in 2016

In 2016, with a view to contributing the general objective 1-A, the DG will contribute to implementing the **European Union Work Plan for Sport (2014-2017)** (See Strategic Plan) and will prepare a report on the implementation of the Work Plan. The main new interventions will be closely linked to recent events on the international stage of sports.

A key priority for the DG (specific objective 3.2) will be further work on **Good Governance in Sport**, a vital prerequisite for the sport economy. Recent issues involving the FIFA have underlined the need to improve the governance of major sport organisations, as key drivers for restoring confidence in the sport sector and economy and reducing the risk of corruption. The necessary reforms will take time; however, it will be important to maintain momentum for better governance throughout the world of sport and follow-up on existing work on transparency and anti-corruption in sport organisations. On the basis of the work already undertaken at EU level in particular through the EU expert groups, in liaison with the Dutch Presidency of the EU Council, the DG will contribute to the improvement of the running of sport organisations. It will provide support for the promotion and implementation of existing EU principles for good governance in sport.

This will be supplemented in 2016 by the follow-up of the sport aspects contained in the communication from the Commission on *Cultural diplomacy* (see section 10) and the delivery of the report from the High Level Group on **Sport Diplomacy** set up in 2015 to assess the value of sport in EU external policies.

Regarding the **economic dimension of sport**, the related Expert group will aim to develop recommendations to measure the economic benefits of sport in the EU.²⁵ At the same time, they will work towards drawing up recommendations on major events with a focus on economic, social and environmental sustainability. The *Digital Single Market* (DSM) communication adopted by the Commission in 2015 shows also openness to consider the impact on sport of any prohibition of geo-blocking.

8. Sport Funding for Jobs and Growth in 2016 (ABB 15.02 Erasmus+)

The objectives of the Treaty in the area of sport will equally be pursued in 2016 through the implementation of the **Sport Chapter of Erasmus+** 2014-2020, as regards good governance in sport and dual careers of athletes.²⁶

²⁵ For instance, the expert Group helps Member States to set up "satellite accounts" for sport. This enables a focus on sport in national accounts

²⁶ COM(2011)788 of 23 November 2011.

9. Sport Outputs for Jobs and Growth/competitiveness in 2016

See section 21 as to the other sport-related specific objectives

Relevant 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			
Specific Objective 3.2: To support good governance in sport and dual careers of athlete			Related to (Erasmus+)
Management mode: <input checked="" type="checkbox"/> Direct DG <input checked="" type="checkbox"/> Direct Executive Agencies <input type="checkbox"/> Indirect (through other)			
Main outputs (indicator for each output: fully carried out)			
a) Main Commission policy outputs		Target date	
		To be delivered in 2016	
Report on the implementation of the second EU Work Plan for Sport		4 th Quarter 2016	
b) Final outputs (by which delivery other actors are involved) or other relevant activities		To be implemented in 2016	
EU Sport Forum: good governance, sport diplomacy grassroots sport		9-10 March 2016	
Council conclusion on major sport events (main focus on good governance), if possible followed by a declaration with representatives of the sport movement		31 May 2016	
Report from the High Level Group on Sport Diplomacy		July 2016	
c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)			
Outputs		Number of outputs foreseen (F) and produced (P)	
		Total by 2020	
		2016	
Sport activities – cross border projects to improve good governance and dual careers		F	23
		P	
			207

NB: The numbering of objectives is not continuous in order to match previous years' planning/reporting cycle and ensure an easier monitoring with funding programmes.

10. Culture policy for Jobs and Growth/competitiveness in 2016

Based on the overarching priorities for Jobs and Growth of the European agenda for Culture DG EAC in 2016 will further implement the **Work Plan for Culture 2015-2018**²⁷ and related recurrent activities as described in its Strategic Plan in relation to competitiveness (specific objective 4.3). Main new actions will be closely linked as well to the *Digital Single Market*.

In line with its specific objective 4.1, DG EAC will continue to devote attention to follow-up on the **Digital Single Market** (DSM) initiative and the proposal for a revision of the copyright rules through various steering groups set up to oversee the relevant action strands for its implementation (e.g. copyright impact assessment, Audiovisual Media Services Directive review, internet platforms etc.). The Commission *Communication on the Digital Single Market*²⁸ has a balanced approach in acknowledging that cultural diversity is an important asset for the European digital economy, and that the DSM is an opportunity for improving both access to culture and the performance of our cultural and creative industries.

Regarding **copyright**, the need to safeguard the viability of the industry's financing models, concerns over the remuneration of creators and enforcement aspects need to be taken into account. The cultural and creative sectors are highly concerned about this priority initiative, since copyright and private copying remuneration are an essential source of income for them. More effective cross-border enforcement against large scale piracy is also essential to protect the creators' rights in the digital context.

11. Culture Funding for Jobs and Growth/competitiveness in 2016 (ABB 15.04 Creative Europe)

On the funding side, Union action in this area will above all continue in 2016 to take the form of financial support granted under the European Structural and Investment Funds and the **Creative Europe Programme 2014-2020**. In order to pursue all objectives and benefits of the Creative Europe programme mentioned in its Strategic Plan (including in relation to other Commission's objectives such as the *connected Digital Single Market*, a *Deeper and Fairer Internal Market*, a *Stronger Global Actor*, etc.) DG EAC will implement the 2016 Work Programme for Creative Europe²⁹, the first adopted by the Commission Juncker, as planned with an increasing total budget of € 182 million compared to 2015 (€ 168 million).³⁰ The sub-programme Culture (€ 54 million for general objectives I-A and I-B) will support 2016 policy priorities, as follows.

Last but not least, the new **Cultural and Creative Sectors Financial Guarantee Facility** (€ 14,8 million out of almost € 24,5 million for the cross-sectorial strand) will be launched as from 2016 on the basis of preparatory work carried out in 2015 with the European Investment Fund (EIF), which will manage the facility on behalf of the Commission. In line with specific objective

²⁷ COM(2014)535 of 25 August 2014.

²⁸ COM(2015) 192 final ; SWD(2015) 100 final

²⁹ C(2016) 1098 – amended 2016 Work Programme Creative Europe adopted on 26 February 2016

³⁰ Since 2015, cross-department cooperation has been laid down in a Memorandum of Understanding concluded between DG EAC and the DG for Communication Networks, Content and Technology setting out the operational modalities of co-operation, paying attention to the overall consistency and efficiency in the management and implementation of the integrated Creative Europe programme.

4.4, the facility will aim at easing access of cultural and creative sectors to bank credits. Its main novelty lies in the inclusion of a Capacity Building Scheme to increase investor readiness.

2016 will also be a year in which it will be possible to draw **first concrete results** about the projects supported and realised in the first years of the Creative Europe programme. The first outcomes will also serve to prepare the reflections about the future generation programme. The Commission will prepare in 2016 the **mid-term review** of the Multiannual Financial Framework 2014-2020. The mid-term evaluation of the programme will be carried out in 2016 - 2017.

12. Culture Outputs for Jobs and Growth/competitiveness in 2016

See section 24 as to the other culture-related specific objectives

Relevant 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			
Specific Objective 4.1: To support the capacity of the European cultural and creative sectors to operate transnationally and internationally ³¹			Related to (Creative Europe)
Management mode: <input checked="" type="checkbox"/> Direct DG <input checked="" type="checkbox"/> Direct Executive Agencies <input type="checkbox"/> Indirect (through other)			
Main outputs (indicator for each output: fully carried out)			
a) Main Commission policy outputs		Target date	
		To be delivered in 2016	
See under specific objective 4.2			
b) Final outputs (by which delivery other actors are involved) or other relevant activities		To be implemented in 2016	
See under specific objective 4.3			
c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)			
Outputs		Number of outputs foreseen (F) and produced 2016	Total by 2020
CULTURE Strand:			
Cooperation measures, such as activities stimulating peer learning	F	37	324
	P		
European networks, such as those providing capacity building	F	17	67
	P		
European platforms, such as those providing a structure for international professional development	F	4	29
	P		

³¹ Including Creative Europe's specific objective " (a) to support the capacity of the European cultural and creative sectors to operate transnationally and internationally;"

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)	F	4	45
	P		

Specific Objective 4.3: To support transnational **policy** cooperation in order to foster policy development, innovation, creativity, audience building and new business models³² Related to (Creative Europe)

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

Main outputs (indicator for each output: fully carried out)

a) Main Commission policy	Target date		
	Outputs to be delivered in 2016		
b) Final outputs (by which delivery other actors are involved) or other relevant activities	To be implemented in 2016		
Work Plan for Culture 2015-2018: the new OMC group on promoting access to culture via digital means will deliver its manual of good practice.	December 2016		
Pilot project to create an <u>international professional network of young creative entrepreneurs</u> to exchange best practice and encourage cooperation projects between EU and third countries	Still running in 2016		
c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)			
Outputs		Number of outputs foreseen (F) and produced 2016	Total by 2020
Network of Creative Europe desks	F	28	196
	P		
Studies, evaluations and policy analysis ³³ (This also includes the European audiovisual observatory)	F	6	37
	P		
Transnational exchanges and networking	F	1	5
	P		
Conferences, seminars and policy dialogue	F	5	30
	P		

³² 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".

³³ See annex 3.

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 sectors³⁴ Related to (Creative Europe)

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

Main outputs (indicator for each output: fully carried out)

a) Main Commission policy outputs	Target date		
	To be delivered in 2016		
b) Final outputs (by which delivery other actors are involved) or other relevant activities	To be implemented in 2016		
<u>Open Method of Coordination (OMC)</u> : launch of the OMC working group on the role of public policies in developing entrepreneurial and innovation potential of cultural and creative sectors	Launch in 2016; deliverable in 2017		
Selection of the provider of the <u>Capacity Building Scheme</u> for financial intermediaries participating in the Cultural and Creative Sectors Guarantee Facility	2 nd Quarter 2016		
Pilot project on <u>crowd-funding for culture</u>	Still running in 2016		
c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)			
Outputs		Number of outputs foreseen (F) and produced 2016	Total by 2020
Establishment of a Cultural and Creative Sectors Facility: number of loans provided by banks to operators	F	281	6 289

³⁴

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.

B. Jobs and growth/Social Inclusiveness (general objective 1-B)

As part to the follow up to the *Declaration on promoting citizenship and the common values of freedom, tolerance and non-discrimination through education* adopted by the EU Education Ministers on 17 March 2015 in Paris ("Paris Declaration" hereafter), the Commission will propose a new policy initiative to prevent and to tackle violent radicalisation through education, culture, sports and youth in promoting inclusion, common European values and active citizenship. To prepare the future beyond 2016, DG EAC will devote attention to the review of the Europe 2020 strategy, including its social dimension.

13. Education and Innovation policies for Jobs and growth/social inclusiveness in 2016: social inclusion through learning and fight against intolerance

Steered by the Juncker Commission and its review of the Europe 2020 strategy, the year 2016 will be marked by a new look into social inclusion through learning. The DG will also propose to include a monitoring framework in the coming Pillar of social rights and Skills Agenda.

i. Integration through learning

In line with the Paris Declaration, inclusive education, equality, equity, non-discrimination and the promotion of civic competences, feature as a key priority in the 2015 Joint Report of the Council and the Commission *on the implementation of the strategic framework for European cooperation in education and training (ET 2020)*, adopted in November 2015 (see Strategic Plan). The European dimension of the response to incoming migration also underlines the pertinence of supporting Member States' inclusive actions, e.g. through joint analyses, peer learning and the dissemination of good practices, underpinned by Erasmus+ funding. Distinctly, stronger coordination at EU level is vital to ensure an effective response to the challenge of the **prevention of radicalisation**.

In 2016 DG EAC will therefore propose a policy initiative that will notably support Member States in translating the political commitments of the Paris Declaration into practice by providing practical policy guidance and recommending concrete policy approaches to enhance social integration and promote Europe's fundamental values through education.

As part of the **European Pillar of Social Rights**, the social and inclusive benefits of education are equally brought up higher on the political agenda. Considering the general context of Europe, efforts to make education systems more inclusive, including as regards people with migrant background, deserve an even more prominent role in the Europe 2020 strategy and the European Economic and Monetary Union. The Commission Communication of 21 October 2015 on *steps towards completing the EMU* refers to modern and inclusive education systems as a means to foster upwards convergence through the development of common benchmarks³⁵.

The European Council of October 2015 has requested to explore possibilities for developing sustainable reception capacities in the regions affected by the **migration and refugee crisis**, including through access to education, until return to their country of origin is possible. Current migration flows include a high share of school-age children. The DG will consider how to support Member States and neighbouring countries with available EU means in dealing with the current inflow of refugees in the area of education. It will contribute to a cross-cutting Commission Action Plan on integration of recently arrived migrants, coordinated by DG Home

³⁵

COM(2015) 600

Affairs and planned for adoption in the 2nd Quarter of 2016. DG EAC will mobilise funding under the Erasmus+ programme and cooperate with civil society to contribute to address the migrant crisis. Under the EU acquis, young people waiting for an asylum decisions are entitled to education. In the longer term, the harmonisation of the conditions of residence of legal migrants should ensure a fair access to education across the EU, which does not prevail yet. DG EAC will continue to work with EU national centres for academic recognition on sharing good practice for improving the recognition of qualifications of newly arrived migrants, including in the follow up to the 2015 invitation to submit related projects under Erasmus+ (see section 14). DG EAC will liaise with DG Home Affairs and DG Employment and Social Affairs for the purpose of these activities. DG EAC will also continue to work with relevant policy networks, such as SIRIUS, the European Policy Network on the education of children and young people with a migrant background.

ii. Implementation of other ET 2020 priorities

More broadly, EU level priorities will guide action in the field of education and training until 2017, as agreed in the context of the 2015 **Joint Report of the Council and the Commission on education and training cooperation**³⁶ and the Annual Growth Survey (See Strategic Plan).

Through the ET2020 Working Group on **Schools**, the Commission will work with participating countries and stakeholders to promote policy cooperation around governance of school education systems, in particular by looking in 2016 at management of school networks, quality assurance and staff development. Through the Erasmus+ programme (see below), policy experimentations will be supported to strengthen recruitment of teachers and develop alternative pathways to the teaching profession.

The DG will take forward the ECEC Quality Framework proposed in 2014 as a result of the thematic working group on **early childhood education and care (ECEC)** on the basis of the latest research findings from the FP7 program, indicators- development and peer learning for welcoming migrant children in ECEC settings. The aim remains to strengthen the educational aspects in ECEC for better outcomes for all children.

The DG will continue to work on reducing **early school leaving** in particular through enhancing more inclusive education. The European Toolkit for schools, a new and third online platform for schools practitioners and policy makers launched in December 2015, will continue to grow and disseminate resources and examples on collaborative and inclusive practices at school and local level with a view to ensure high quality education for all and prevent early school leaving. In addition to the work within the ET2020 working Group on schools policy and the European Toolkit for schools, indicators on inclusive schools will be developed.

In order to tackle low achievement in Basic Skills (as evidenced by the 2012 PISA results - see Strategic Plan) and following the outcomes of the thematic working group on Maths, Science and Technology and the High Level group of experts in the field of Literacy, Commissioner Navracsics might propose in 2016 to introduce **a minimum entitlement to basic skills**. This idea could be announced as part of the *Skills Agenda* and the *Pillar of Social Rights*, as envisaged by President Juncker in the Commission's Work Programme for 2016. This kind of qualifications guarantee would aim at ensuring that all individuals in the EU have the opportunity to reach a minimum level of educational attainment. The level could be based on existing qualification levels (e.g. upper secondary education) and the identification of the relevant skills-set would be inspired by the Recommendation on Key Competences for Lifelong Learning. Individuals who have not attained this level would be able to benefit from a number

³⁶ COM(2015)408 of 26 August 2015 adopted by the Council on 23 November 2015.

of policy provisions, e.g. skills audits, second chance schools, validation of informal/non-formal learning.

Meanwhile the European Policy Network of National **Literacy** Organisations (ELINET), launched in 2014 for two years³⁷, will support the gathering of country-specific information about literacy levels, identify good practices to tackle low literacy, and raise awareness at national and European level. It will be proposed to mobilise the network for key competences (KeyCoNet) to assist the planned stocktaking and possible revision of the 2006 Recommendation on Key Competences for Lifelong Learning.

In line with specific objective 1.5, the DG will follow-up the 2014 Council Conclusions on **multilingualism and development of language competences** and the cooperation launched in 2013 between the European Commission and the Council of Europe's European Centre for Modern Languages with the aim to encourage education authorities to use the Common European Framework of Reference (CEFR) not only for the assessment, but for the curricula of language learning. A holistic approach to language teaching and learning will be envisaged within the context of the stocktaking of the Recommendation on Key Competences, considering the increasing number of learners with other mother tongues than the language(s) of instruction of their schools. Lastly, the language tests foreseen by the Erasmus+ programme before and after mobility (see section 14) will enable the European Commission to collect new statistical data on the language competences of young Europeans. Further key data on language learning will be gathered by the Executive Agency during 2016 for a report programmed for 2017.

14. Education and Innovation Funding for Jobs and growth/social inclusiveness in 2016 (ABB 15.02 Erasmus+)

The recent policy developments in the fields of education and training presented above will have an important impact on the programme in 2016. A new line of **priority for inclusive education training and youth** has been inserted in the 2016 spending work-programme following the events that erupted in Paris and Copenhagen in 2015. DG EAC's spending – particularly, but not only, on education – can indeed contribute preventively to the *European Agenda on Security*.³⁸ Moreover, it detains a part of the response through education to the *European Agenda on Migration*. This is why a new call for funding actions towards migrants/refugees will be added to the Erasmus+ Annual Work Programme 2016³⁹. For instance, the benefits of the online language courses of Erasmus+ will be offered to a number of refugees. A further €13 million will be dedicated to projects tackling issues such as social inclusion of minorities and migrants and other disadvantaged social groups. And, as from 2016, the Programme will benefit of additional funding regarding the European Development Fund (EDF)⁴⁰.

The priorities of the new **Education and Training 2020** work cycle will more generally determine actions and themes of intervention to be implemented in 2016 with the support of Erasmus+. Alongside the ET2020 Working Groups, the DG will enhance the outreach of EU policy work to the wider teacher community and stakeholders in the field of school education,

³⁷ Funding agreed to 31 March 2016

³⁸ COM(2015) 185 of 28 April 2015

³⁹ COM(2015) 240 of 13 May 2015

⁴⁰ OJ L 58, 3 March 2015, p. 17.

in particular via the **School Education Gateway** platform (SEG).⁴¹ European-level initiatives for schools can too easily remain unknown to education professionals. Launched in February 2015 and funded by Erasmus+, the SEG aims to improve the links between policy and practice in European school education, as well as help promote policy based on the reality of what is happening at schools. It will be further developed as a comprehensive online space for all stakeholders involved in school education (teachers, school leaders, researchers, organisations, policy makers and national authorities, NGOs, enterprises) to gain insights into the development of recent policy recommendations and good practices, and discover opportunities for teacher professional development through peer support, collaborative project and mobility opportunities.

Attention will be paid to the synergies with **eTwinning**, an initiative launched in 2005 and funded by Erasmus+, which will continue to offer a safe online community **for teachers** to develop collaborative projects with their classes, to take part in professional development activities and to exchange ideas in Europe and to the sustainability beyond 2016 of a fast-growing pace, in order to achieve the objectives set by the DG and meet the expectations raised by school education stakeholders.

The collaborative platform **EPALE** will develop further the discussion and exchange of good practice between stakeholders involved in developing **adults' basic skills**, through new thematic pages, a reinforced partnership with the European Basic Skills network and a range of activities.

The **Jean Monnet activities** funded by Erasmus + will aim to increase interest in understanding and participating in the European Union leading to a more active citizenship (specific objective 1.6). The annual Jean Monnet Conference's academic recommendations will feed into the EU policy-making process as a contribution to the cohesion of Europe. The Jean Monnet geo-thematic seminars will help shaping these recommendations especially on **migration** in 2016.

Some additional needs are already known. Recent migration flows include a high share of school-age children. The already excess in demand for Erasmus+, a programme close to the citizens, confirm that higher budgets could effectively and efficiently be absorbed. As a result of the increased focus on systemic impact, the average size of cooperation projects in Erasmus+ is increasing in some areas, resulting in a lower number of projects to be financed. This is particularly sensitive in the **schools sector** where pupil mobility is organised through cooperation projects only. Should additional funding be allocated, a better penetration rate of the programme would be possible in all sectors.

DG EAC will reflect on that issue **in the context of the mid-term review** of the Multiannual Financial Framework (see Strategic Plan, C.1.b.2). At the least, this review should solve the structural shortage of payment appropriations, as the envisaged budget increase over the next years will be fully needed in order to reach the existing targets, in light of the back-loaded budget profile of Erasmus+.

In the area of research, the Marie Skłodowska-Curie actions provide special mechanisms to ensure that **refugee researchers** are not disadvantaged when applying for the funding and can

⁴¹ The SEG (<http://www.schooleducationgateway.eu/en/pub/index.htm>) is a web-based platform available in 23 languages, which provides mainly users of Erasmus+ actions, including the eTwinning teacher community, with relevant information. The website also features three specialised tools intended to help schools and teachers to take full advantage of Erasmus+ funding opportunities: the Course Catalogue, which currently includes around 3,900 professional development courses for teachers; a Mobility Opportunities search tool, which helps teachers find interesting teaching offers abroad (Erasmus+ Key Action 1); and a Strategic Partnership search tool and collaborative spaces between (future) partners for collaborative Strategic Partnership projects (Erasmus+ Key Action).

find suitable jobs that both improve their own situation and put their skills and experience to good use in Europe's research system.

The DG will pursue inter-service collaboration with DG Employment, Social Affairs and Inclusion to maintain consistency between policies and programme funding as regards the skills and qualifications recognition, vocational education and training and adult learning as well as overall coherence of education and training policies.

15. Education and Innovation Outputs for Jobs and growth/social inclusiveness in 2016

See section 3 as to the other education-related specific objectives.

Relevant 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			
Specific Objective 1.5: To improve the teaching and learning of languages and promote the Union's broad linguistic diversity and intercultural awareness ⁴²			Related to (Erasmus+)
Management mode: <input type="checkbox"/> Direct DG <input checked="" type="checkbox"/> Direct Executive Agencies <input type="checkbox"/> Indirect (through other)			
Main outputs (indicator for each output: fully carried out)			
a) Main Commission policy outputs			Target date
			To be delivered in 2016
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)			1st Quarter 2016
b) Final outputs (by which delivery other actors are involved) or other relevant activities			To be implemented in 2016- 17
Cooperation with the Council of Europe, in particular on teaching practices in multilingual classrooms, assessment methods and linking pedagogies to the Common European Framework of Reference for language competences (RELANG project)			4th Quarter of 2017
c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)			
			Total by 2020
		2016	
Not detailed in programme statement	F		
	P		

⁴² Including Erasmus+' specific objective (e).

Specific Objective 1.6: To promote excellence in teaching and research activities in European integration through **Jean Monnet** activities worldwide⁴³ Related to (Erasmus+)

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

Main outputs (indicator for each output: fully carried out)

	Target date
	To be delivered in 2016
b) Final outputs (by which delivery other actors are involved) or other relevant activities	To be implemented in 2016
<ul style="list-style-type: none"> • Annual Jean Monnet Conference • Geo-thematic seminars • Jean Monnet Actions' Promotion Projects in least active regions • JM online platform for exchanges between JM Community members • Promotion of European integration process worldwide through the Jean Monnet activities, with some specifically earmarked actions in Neighbourhood region. 	<ul style="list-style-type: none"> • Sept-Dec 2016 • May-Aug 2016 • Sept-Dec 2016 • Throughout the year • Throughout the year

c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)

Outputs	Number of outputs foreseen (F) and produced (P)		Total by 2020
	2016		
Jean Monnet projects	F	260	1 705
	P		

⁴³ Including Erasmus+' specific objective (f)

16. Youth policy for Jobs and growth/social inclusiveness in 2016: tackling youth unemployment and social exclusion

The year 2016 will represent as well a fresh look into the field of youth policy under the new **joint Council-Commission EU Youth Report** proposed by the Commission⁴⁴ and adopted by the Council in November 2015.⁴⁵ Focusing on the 2013-2015 period, it underlines that the EU and Member States have taken action to support young people, particularly to help them find a job (general objective 1-A). Yet, the dire situation of young people and the need to counter risks of exclusion or even in a few cases violent radicalisation, calls for giving priority to integration in society, with the ultimate purpose of allowing all young people to become engaged members in society (general objective 1-B). In line with specific objective 2.3, this requires more systematic cooperation across policies and actors under a comprehensive approach that reflects the scale of the challenge ahead. There is a particular need to improve the availability of comprehensive and comparable information on the situation of young people in Europe and to reinforce links with sports and education in order to increase social inclusion. Moreover the results of the interim evaluation of the EU Youth Strategy should be available by the second half of 2016 and will feed in the implementation of this cooperation framework.

The 2016-2017 EU Structured **Dialogue with youth** will be conducted on an overall thematic priority of "enabling all young people to engage in a diverse connected and inclusive Europe – ready for life, ready for society". The Commissioner will also initiate an initiative to reach out to young people from all sectors of European society to ensure their voices are heard in the development of European policies which affect them. The Commission will also establish in 2016 an expert group on risks, opportunities, and implications of digitalisation for youth, youth work and youth policy. In line with specific objective 2.3, a study on youth work quality systems and frameworks in the European Union - Handbook for Implementation will be carried out.

It is thereby essential to give young people a strong political voice in the process. A new emphasis will be put on **youth participation as a follow-up to the Paris declaration**. The planned communication of the Commission on Promoting citizenship and the common values of freedom, tolerance and non-discrimination through education, youth work, sport and culture⁴⁶ is in particular important for young people and will support the Member States, facing an unprecedented transnational challenge by directly targeting children and young people with a focus on their skills, competences (see section 13) and attitudes with the main policy objectives of preventing radicalisation and disengagement from society; promoting civic responsibility and ownership of fundamental values, such as freedom, tolerance and non-discrimination; enhancing intercultural understanding and mutual trust; fostering the social integration of children and young asylum seekers, refugees, migrants and ethnic minorities at risk of social exclusion. In line with the EU Youth report priorities and the EU Work Plan for Youth, the Commission will set up in 2016 an expert group on the contribution of youth work to fostering active citizenship and participation of young people, and preventing marginalisation or radicalisation.

⁴⁴ COM(2015)429; SWD(2015)168; SWD(2015)169 of 15 September 2015.

⁴⁵ The 2015 EU Youth Report draws the lessons from the implementation of the EU Youth strategy (See Strategic Plan) during its second 3 year cycle ending in 2015, reviews the situation of young people in the EU, and proposes priorities for the next 3-year cycle to be specified through the Open Method of Coordination.

⁴⁶ See also section 13 on education

17. Youth Funding for Jobs and growth/social inclusiveness in 2016 (ABB 15.02 Erasmus+)

In order to pursue the social objectives presented in its Strategic Plan in the field of youth (specific objective 2.1 and 2.4), DG EAC will implement the 2016 Work Programme for Erasmus+,⁴⁷ as planned including the new line of priority for **tolerance and non-discrimination** inserted following the events in Paris and Copenhagen. DG EAC's interventions – particularly, but not only, on youth participation in society and democracy - can indeed contribute preventively to the *European Agenda on Security*.

Lastly, DG EAC will implement for the second year the Preparatory Action **New Narrative for Europe** (see section 0), in refocussing the project on youth including Erasmus alumni and EU institutions trainees with the support of the Europe Youth Forum and the Youth National Agencies.

18. Youth Outputs for Jobs and growth/social inclusiveness in 2016

See section 6 as to the other youth-related specific objectives.

Relevant 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	
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. ⁴⁸	Related to (Erasmus +)
Management mode: <input checked="" type="checkbox"/> Direct DG <input checked="" type="checkbox"/> Direct Executive Agencies <input checked="" type="checkbox"/> Indirect (through National Agencies)	
Main outputs (indicator for each output: fully carried out)	
a) Main Commission policy outputs	Target date
	To be delivered in 2016
See under specific objective 2.3	
b) Final outputs (by which delivery other actors are involved) or other relevant activities	To be implemented in 2016
See under specific objective 2.3	
c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)	

⁴⁷ C(2015)6151- 2016 Work Programme Erasmus + adopted on 14.09.2015 (to be modified by 2016/EAC/007 in 2016-Q1)

⁴⁸ 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;"

Outputs		Number of outputs foreseen (F) and produced (P)	Total by 2020
		2016	
Participants in youth exchanges	F	62 800	539 600
	P		
Participants in European Voluntary Service projects	F	7 200	70 700
	P		
Youth workers participating	F	21 600	161 700
	P		

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 level⁴⁹

Related to
(Erasmus +)

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

Main outputs (indicator for each output: fully carried out)

a) Main Commission policy outputs	Target date
	To be delivered in 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)	1st Quarter
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)	July 2016
Study on youth work quality systems and frameworks in the European Union - Handbook for Implementation	End 2016
b) Final outputs (by which delivery other actors are involved) or other relevant activities	To be implemented in 2016
Council Conclusions on the Commission initiative on the Paris Declaration	24 February 2016
Council Conclusions on cross-sectoral approach to participation of youth with mental health problems	1 st semester 2016
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	2 nd half 2016

⁴⁹ 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;"

Fifth cycle of Structured Dialogue with young people	Throughout the year		
Eighth edition of European Youth Week	2 nd Quarter 2016		
Youth Monitor on 41 youth indicators	2 nd Quarter 2016		
Youth Wiki first two chapters on national youth policies and voluntary activities	3 rd Quarter 2016		
c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)			
Outputs		Number of outputs foreseen (F) and produced (P)	Total by 2020
		2016	
Structured dialogue projects	F	157	1 118
	P		
Operating Grants to European Youth NGOs	F	69	494
	P		
Support to Eurodesk	F	35	35
	P		
European Youth Forum	F	1	1
	P		
Others	F	20	20
	P		

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.⁵⁰

Related to
(Erasmus +)

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

Main outputs (indicator for each output: fully carried out)

a) Main Commission policy outputs	Target date
	To be delivered in 2016
b) Final outputs (by which delivery other actors are involved) or other relevant activities	To be implemented in 2016
Youth Windows within the framework of Erasmus+:	
- Western Balkans Youth Window	2 February
- Eastern Partnership Youth Window (to be confirmed by DG NEAR)	1 July

⁵⁰

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."

c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)			
Outputs		Number of outputs foreseen (F) and produced (P)	Total by 2020
		2016	
Capacity building projects	F	103	871
	P		

NB: The numbering of objectives is not continuous in order to match previous years' planning/reporting cycle and ensure an easier monitoring with funding programmes.

19. Sport policy for Jobs and growth/social inclusiveness in 2016

In 2016, the DG will contribute to implementing the social inclusiveness aspects of the **new European Union Work Plan for Sport (2014-2017)** (See Strategic Plan) and will prepare a report on the implementation of the Work Plan. The main new action will be closely linked to recent events which have affected the international stage and reputation of sports (see section 7 as well in relation to good governance of sport).

Recent issues involving the Russians athletes have in particular underlined the need to continue the **fight against doping** in line with specific objective 3.1.

Under general objective 1-B, main other courses of action will deal with subjects such as developing guidelines relating to human rights, labour rights and democracy in the context of the awarding procedures of **major sport events**, and recommendations on **gender equality** in sport, possibly followed by a pledge board.

20. Sport Funding for Jobs and growth/social inclusiveness in 2016 (ABB 15.02 Erasmus+)

The social objectives of the Treaty in the area of sport will equally be pursued in 2016 through the implementation of the **Sport Chapter of Erasmus+ 2014-2020**. The foreseen sharp budget increase (15-25% each year) will offer opportunities to balance grassroots support and strategic developments.

The second **European Week of Sport**, a concept launched in 2015 as requested by the Parliament and the Council, will be conducive to the achievement of specific objective 3.3 as regards **Health-Enhancing Physical Activity policy (HEPA)**. EU added value will be confirmed by coordinating existing and new initiatives set in motion under an EU umbrella. Although the Commission is not in a position to fund the implementation of fully-fledged Weeks of Sport in all Member States, through Erasmus+ it will guarantee support for national coordinators over years. The coordination by the Commission will serve to maximise the mobilisation of public authorities at European, national and local level, the private sector and actors of sport in order to ensure a substantial impact on the ground.

Lastly, action to support the refugees will be reinforced in encouraging sport organisations, already having vast experience in the area of **social inclusion through sport**, to undertake even

more initiatives addressed to **refugees**. The opportunity given to migrants to play in local sport organisations should help them integrate into local communities⁵¹.

21. Sport Outputs for Jobs and growth/social inclusiveness in 2016

See section 9 as to the other sport-related specific objectives

Relevant 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			
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: <input checked="" type="checkbox"/> Direct DG <input checked="" type="checkbox"/> Direct Executive Agencies <input type="checkbox"/> Indirect (through other)			
Main outputs (indicator for each output: fully carried out)			
a) Main Commission policy outputs			Target date
			To be delivered in 2016
See under specific objective 3.3			
b) Final outputs (by which delivery other actors are involved) or other relevant activities			To be implemented in 2016
2 nd European Week of Sport			September 2016
c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)			
Outputs		Number of outputs foreseen (F) and produced (P)	Total by 2020
		2016	
Sport activities – cross border projects to combat threats to sport	F	12	180
	P		

⁵¹ http://ec.europa.eu/sport/news/2015/1218-sport-social-inclusion_en.htm?pk_campaign=Email-Jan2016&pk_kwd=News10

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)

Main outputs (indicator for each output: fully carried out)

a) Main Commission policy outputs	Target date		
	To be delivered in 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)	1st Quarter 2016		
Report on the progress in implementing the 2013 Council Recommendation on health-enhancing physical activity across sectors	4 th Quarter 2016		
b) Final outputs (by which delivery other actors are involved) or other relevant activities	To be implemented in 2016		
See under specific objective 3.1			
c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)			
Outputs	Number of outputs foreseen (F) and produced (P)		Total by 2020
	2016		
	F		
Sport activities - – cross border projects to enhance social inclusion	F	35	550
	P		

NB: The numbering of objectives is not continuous in order to match previous years' planning/reporting cycle and ensure an easier monitoring with funding programmes.

22. Culture policy for Jobs and growth/social inclusiveness in 2016

Based on the overarching priorities for social inclusiveness of the European agenda for Culture DG EAC in 2016 will further implement the **Work Plan for Culture 2015-2018**⁵² and related recurrent activities as described in its Strategic Plan. Main new actions will be closely linked to the priorities of President Juncker including the EU as a *Stronger Global Actor*, the *European Agenda on Migration* and the *Agenda on Security*. The Work Plan will be modified to foreseen specific action for refugees.

As already mentioned, in the aftermath of the events that erupted in Paris and Copenhagen in 2015, the Commission will envisage to prepare in 2016 a Communication for **Promoting citizenship and the common values of freedom, tolerance and non-discrimination** through education, youth work, sport and culture.

In the field of external relations, the Commission Work Programme for 2016 acknowledges that challenges such as migration demonstrate the need for an effective external dimension to allow the EU to advance its values, such as European history and culture, in the wider world. This is why a Communication from the Commission on **culture in external relations**⁵³ will envisage actions engaging stakeholders from the EU and third countries, private and public, in cultural joint-projects and exchanges that have an interest for the promotion of the European model of cultural diversity and intercultural dialogue. The objectives are currently the following ones: 1) Promote inter-cultural dialogue and people-to-people contacts to enhance tolerance and prevent social violence 2) Support partner countries' capacity for sustainable self-development, inclusive growth and citizens' empowerment 3) Protect cultural heritage.4) Enhance exchanges in education, youth work and volunteering (see related sections above).

23. Culture Funding for Jobs and growth/social inclusiveness in 2016 (ABB 15.04 Creative Europe)

In order to support the aforementioned priorities under general objective 1-B, DG EAC will implement the 2016 Work Programme for **Creative Europe**⁵⁴ (sub-programme Culture), as follows. The European cultural and creative sectors make an important contribution to the **fight against all forms of discrimination**, including racism and xenophobia, and stimulate the respect for cultural and linguistic diversity. The actions included in the Programme bring about a capacity-building effect which is conducive to mutual understanding among people from different cultures or backgrounds and, ultimately, contribute to preventing radicalisation and safeguarding EU values under the relevant Commission priorities including the *European Agenda on Security*.

The international dimension of the Programme is also well positioned to reinforce Europe's role in a global world, as **cultural diplomacy** is an effective tool for the EU's public outreach. Cooperation with the EU can help build capacity in third countries including in countries whose cultural and creative sectors have a more limited tradition to operate transnationally.

⁵² COM(2014)535 of 25 August 2014.

⁵³ Prepared under the lead of the European External Action Service in liaison with DG NEAR, DEVCO, TAXUD and the UNESCO

⁵⁴ C(2016) 1098 – amended 2016 Work Programme Creative Europe adopted on 26 February 2016.

In line with specific objective 4.2, the DG will define an overall approach to **cultural prizes** awarded at EU level. A number of changes will be made, some in the short and other in the medium/long term, with a view to better connecting the prizes to the EU's priorities in the field of culture and to making them more inter-linked and visible.

In 2016, the DG will prepare as well Commission Recommendations for the European Capital of Culture 2021, based on the decision adopted in 2014 by the European Parliament and the Council on the **European Capitals of Culture (ECoC)** for the years 2020 to 2033⁵⁵. It will also be proposed to extend the participation to title to cities from EEA countries.

DG EAC will assist in its remit stakeholders to find a sustainable funding solution in order to avoid the discontinuation of the portal *Europeana*⁵⁶, the European Digital Library, which Ministers of Culture have recognised in November 2015 as a very good way to give access and maintain **cultural heritage**.

Lastly, DG EAC will implement for the second and last year the Preparatory Action "**New Narrative for Europe**", in refocussing the project on the promotion of intercultural dialogue and mutual understanding among people, notably with youth (see section 17), as well as building culture as a key component of our shared European identity.⁵⁷ This second phase will involve Erasmus alumni and EU institutions trainees (see section C.2 [Traineeships Office](#)). It will be supported by a communication campaign and the European Capitals of Culture. DG EAC will also reflect upon any follow-up of the Preparatory Action.

24. Culture Outputs for Jobs and growth/social inclusiveness in 2016

See section 12 as to the other culture-related specific objectives

Relevant 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

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 groups⁵⁸

Related to
(Creative Europe)

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

Main outputs (indicator for each output: fully carried out)

a) Main Commission policy outputs	Target date
	To be delivered in 2016
Major initiative (EEAS as lead service) - Communication on <u>culture in external relations</u> (Agenda Planning 2015/EEAS+/034)	2nd Quarter 2016

⁵⁵ Following Wrocław and Donostia / San Sebastián in 2016, future European Capitals of Culture will be Aarhus (DK) and Paphos (CY) in 2017, Valletta (MT) and Leeuwarden (NL) in 2018 and Plovdiv (BG) and Matera (IT) in 2019.

⁵⁶ *Europeana*, the European Digital Library, provides access to 45 million items from the collections of libraries, archives and museums under the lead of DG for Communication Networks, Content and Technology.

⁵⁷ The Preparatory Action "**New Narrative for Europe**" aims to give a voice to European citizens and specially the youth to articulate what Europe stands for.

⁵⁸ 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;"

Major initiative - Proposal for a Communication on <u>Promoting citizenship</u> and the common values of freedom, tolerance and non-discrimination through education (Agenda Planning 2016/EAC/004)	1st Quarter 2016		
Report from the Commission on the ex-Post evaluation of the <u>European Capitals of Culture (ECOC) 2015 (Mons & Pilsen)</u> – (Agenda Planning 2015/EAC/012)	December 2016		
Proposal for a Decision of the European Parliament and of the Council <u>to modify the ECOC Decision</u> No 445/2014/EU in order to reinforce the cultural links with EEA countries – (Agenda Planning 2016/EAC/008)	2nd Quarter 2016		
b) Final outputs (by which delivery other actors are involved) or other relevant activities	To be implemented in 2016		
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	December 2016		
<u>Project on peer learning between cities and regions of Europe(second and last year)</u>	December 2016		
<u>Pilot project</u> on European platform for festivals	1 st half 2016		
<u>Culture Forum</u>	2 nd Quarter 2016		
2016 <u>European Capital of Culture</u> (Donostia-San Sebastián, Wrocław) – to be completed	Launched in January 2016		
2017 European Capitals of Culture (Paphos, Cyprus; Aarhus, Denmark) - to be prepared	December 2016		
<u>2016 European Heritage Label</u> to be granted to cultural sites	3 rd Quarter 2016		
<u>EU Prize</u> : the 2016 European Border Breakers Award	January 2016		
<u>EU Prize</u> : the 2016 EU Cultural Heritage prize	May 2016		
<u>EU Prize</u> : the 2016 Literature prize	April 2016		
<u>EU Prize</u> : the 2016 Architecture prize	Mid 2016		
Regional and bilateral policy dialogue with key <u>partner countries</u> under the umbrella of the Cultural Diplomacy initiative	After 1 st Quarter 2016		
c) Expenditure-related outputs to be delivered in 2016 (according to programme statement 2017)			
Outputs	Number of outputs foreseen (F) and produced (P) 2016 Total by 2020		
CULTURE Strand:			
Cooperation measures, such as those supporting international touring	F	43	471
	P		
European networks, such as those promoting audience building	F	4	101
	P		
European platforms, such as those fostering international careers	F	6	48
	P		
Literary translations and promotional support	F	60	360
	P		
Special actions, such as Prizes, ECOC, European Heritage label	F	5	70

NB: The numbering of objectives is not continuous in order to match previous years' planning/reporting cycle and ensure an easier monitoring with funding programmes.

C. Corporate activities (general objective 11)

On behalf of the Commission and under its general objective 11, DG Education and Culture manages two corporate activities to the benefit of all services of the Commission or other EU institutions or bodies: the Library and **e-Resources Centre** (formerly Central Library) and the **Traineeships office**.

Relevant general objective 11

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

1. Library and e-Resources Centre of the Commission

LIBRARY AND E-RESOURCES CENTRE OF THE COMMISSION:		
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		
Indicators	Source and baseline (2014)	Targets
<p>61. Acquisition of new relevant material relating to European integration</p> <p>Number of new acquisitions by category of information resources</p>	<ul style="list-style-type: none"> • 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 of which around 36% electronic; acquired through 1500 orders <p>Source: the Library and e-Resources Centre statistics tools for all figures</p>	<p>The e-Resources Centre aims at shifting from paper to electronic versions of information resources.</p>
<p>62. Offer services in accordance with the changing nature of information resources</p>	<ul style="list-style-type: none"> • Consultation of FindeR: number of searches run (up to now 2 500 accesses per day to online catalogue - 2013). • Number of downloads from the Library 's electronic collection: 178 000 per year (2015) <p>Source: the Library and e-Resources Centre statistics tools for all figures</p>	<p>Effectively help users in dealing with information objects in a dramatically changing information environment.</p>

NB: The numbering of indicators is not continuous in order to match previous years' planning/reporting cycle and ensure an easier monitoring.

Policy outputs to be delivered in 2016

Expenditure-related outputs to be delivered in 2016

- Orders of books – 3.500
- Subscriptions to specialised periodicals and newspapers – 3.000
- Download of press articles in "full-text" – 200.000

Other main activities to be implemented in 2016

Effectively communicate on new library search tool FindeR in order to increase its visibility and use.

Preparation for new generation cloud-based Library management system (to be operational in 2017).

Increase synergies with other institutional libraries.

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.

2. Traineeships Office

See as well related sections on Youth funding 5 and 17.

TRAINEESHIPS OFFICE		
Specific Objective: 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.		
Indicators	Source and baseline (2014)	Targets
64. Improved cost/effectiveness of the programme Time needed per evaluator to assess each application <ul style="list-style-type: none"> pre-selection eligibility and selection phases 	Source: online system <ul style="list-style-type: none"> Pre-selection: From 30 mn to 10 mn (from the October 13 session and onwards) Eligibility: min 30 mn 	<ul style="list-style-type: none"> 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
65. Satisfaction of users % of satisfied <u>Trainees</u> <ul style="list-style-type: none"> with their advisors with the Traineeships office service % of satisfied <u>Advisors</u> <ul style="list-style-type: none"> about the usefulness of the Programme for the trainees and for the Institution 	Source: Permanent users' survey consultative representative panel of users <ul style="list-style-type: none"> 86% 90% 92% 	Satisfaction of most users
Policy outputs to be delivered in 2016		
Expenditure-related outputs to be delivered in 2016		
Around 660 trainees twice per year Preparatory Action <i>New Narrative for Europe</i> : EU institutions trainees to be included as Ambassadors of the EU.		
Other main activities to be implemented in 2016		
Functioning in <u>full paperless system</u> 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 <u>Inter-Institutional health insurance</u> 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)		

PART 2 Organisational management outputs for the year

This section of the management plan deals with internal aspects of the DG's activities. Indicators are monitored by senior management periodically during the year through scoreboards. What follows is a short selection of those which will receive particular attention during the year. If not specified otherwise, baselines relate to 2014 and targets were set by senior management based on a realistic trend assumption.

NB: *The numbering of the following indicators is not continuous in order to match previous years' planning/reporting cycle and ensure an easier monitoring.*

A. Human Resource Management

In order to manage **mobility** better, DG EAC will draw in 2016 a "mobility map", to see how long staff have been doing the same jobs, while making the best of available resources ([see indicator 73](#)).

The **management development** programme ([see indicator 74](#)) and DG EAC's first 360° feedback exercise launched for all managers are being rolled out since 2015. The role of women in middle management will be reinforced ([see outputs below](#)).

The use of collaborative tools will be rationalised to promote and ease **internal communication** and collaborative work. The DG will build on the "Ideas Labs" recently set up within the DG to bring creative thinking to bear on some of our biggest management challenges.

Objective (mandatory): 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.

Output indicators	Source and baseline	Target
73. Number of vacant posts without follow-up for more than 4 weeks	Reported monthly to DSC in the Dashboard (2014 baseline – December: 0)	0
74. Number of management Learning /coaching actions completed	Reported each semester to the DSC (2013 baseline – December: 18)	10 percent increase compared to 2013 baseline
Organisation of wellbeing actions jointly by staff and management: <ul style="list-style-type: none"> ▪ Family@work day 2016 ▪ Christmas party 2016 ▪ EAC social club ▪ Lunchtime session on wellbeing at work 	Reported to DSC	All organised by end 2016
Training seminar with the medium term objective of strengthening the role of women in middle management (MM) .	Reported to DSC	Organised by end 2016
Advance from current 6 women MM (out of 20) to 7 by end-2016.	Published organisation chart	Achieved by end 2016

B. Financial Management: Internal control and Risk management⁵⁹

As the DG moves into the **third year of implementing the 2014-2020 programmes**, close cooperation within the DG and with Executive and National Agencies (NAs) will contribute to the optimal management of appropriations (see indicator 80). Early signature of delegation agreements with NAs will in particular have a direct effect on the amounts needed. Due to the low payment ceiling in the Multiannual Financial Framework 2014-2020, Deficit Reduction Measures (DRM) were implemented in 2014-2015 to mitigate the shortages in payment appropriations available. In contrast in 2016, the level of payments voted should correspond with the needs identified to cover legal obligations under general objectives 1-A and 1-B. As consequence, the DRM will no longer be applied in 2016 (i.e. only 2 pre-financing payments will be made to the NAs in 2016 respectively for 70% and 30%).

Other specific challenges include examining the **initial results related to simplified forms** of grants and consolidating a **timely financial reporting** process from the National Agencies and Independent Audit Bodies (see indicator 82).

Overarching objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

Objective 1 (mandatory): Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions

DG EAC's Specific Objective: To plan, perform, monitor and report on the treatment of financial transactions and procurement procedures so that a sound and regular management of financial resources is assured throughout the DG.

Output Indicators	Source and baseline	Target
80. Budget implementation: commitments and payments by the DG	Reported monthly to DSC in the Dashboard and Budget Execution Report - (2014 baseline – December: 100% and 99% respectively)	Max difference of 7 percentage points between execution and forecast
81. Average payment time in days since start of the year	Reported monthly to DSC in the Dashboard (2014 baseline – December: 18 days)	Max 25 days
82. Multiannual residual error rates respectively for indirect management through NAs, direct management through EACEA and REA, and direct management by the DG	Annual Activity Report (2014 baseline: no reservation by DG EAC)	≤ 2%

NB: The numbering of indicators is not continuous in order to match previous years' planning/reporting cycle and ensure an easier monitoring.

⁵⁹

See annex 4

In line with the new instructions issued by central services, no prioritisation of ICS is presented. However, due to the prevailing risks, **high priority will be given to information systems, supervision** (including the finalisation of the DG EAC supervision strategy), and the DG's objectives in the context of the Commission's overall priorities.

The introduction of a new **assurance framework**⁶⁰ for the implementation of Erasmus+ under indirect management still requires close monitoring, in particular as regards timeliness of reporting. Although current indications are that overall assurance and error rates have not deteriorated as a result of the transition to the new programme, DG EAC will remain attentive to any indications in this area which come available during 2016 (see indicator 82). In the case of the Greek National Agency in the field of youth, payments were suspended in December 2014 due to the missing Declaration of Assurance for 2013. As a result, the Greek National Authorities have decided to reform the management of the Youth decentralised strand of the programme. DG EAC is providing support and will continue to monitor closely this process.

New indicators corresponding to the new governance and **supervision** have been adopted by the Information and Coordination of Erasmus+ group. These are monitored in the monthly Dashboard at senior management level (see indicator 87). Results of controls of NA Reports and audit opinions are reported in the context of the Annual Activity Report.

Although 2016 is the third year of implementation of the 2014-2020 programmes, the interrelated risks concerning assurance under indirect management and **information systems** continue to be rated as high risks due to issues of perception among stakeholders which might impact programme implementation. A number of further improvements will be made (in particular, greater involvement of stakeholders such as National Agencies in the testing process of the next releases) to ensure greater user satisfaction in 2016.

⁶⁰

Former Declarations of assurance have been replaced by Management Declarations contained in the yearly reports of National Agencies (deadline 15/2) and Audit Opinions of Independent Audit Bodies (deadline 15/3). Furthermore DG EAC carries out supervisory visits relating to National Agencies/Authorities.

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

DG EAC's Specific Objective: To ensure the implementation of a control and supervision strategies in order to obtain a reasonable assurance in relation to different management modes and on the legality and regularity of transactions as well as the sound management of resources

<i>Output indicators</i>	<i>Source and baseline</i>	<i>Target</i>
84. Time for DG EAC to inform and time to award grants following calls for proposals	Reported bi-annually to DSC (baseline available as of 2016)	Max 6 months between call deadline and communication of award decision to applicants; Max 3 months between award decision and legal commitment
85. Cost of controls as a percentage of budget managed overall compared to likely estimate of benefits (potential error rate which would result if the controls were not in place)	Annual Activity Report (2014 baseline in a range of 1.02% to 4.85%)	Costs continue to outweigh benefits
86. Number of critical recommendations received from Internal Audit Service (IAS)/ Internal Audit Capability (IAC)/European Court of Auditors (ECA)	IAS/IAC/ECA (2014 baseline : 0)	2
87. Number of National Agencies (NA)/Independent Audit body (IAB)/National Authorities (NAU) with at least one critical/very important observation made by DG EAC in each control area .	Bi-annual report to DSC through Dashboard, among other indicators (2014 baseline: 1 critical)	Max 12 (or Max 11 for NAU monitoring and supervision activities, and IAB related issues
88. Number of negative opinions given by Steering Committees to Executive Agency proposals	Steering Committee Opinion Reports (2013 baseline: 0)	0 negative opinions

Evaluations:

- **Education, Audiovisual and Culture Executive Agency (EACEA)** – to be finalised in June 2016

The Regulation for Executive Agencies provides for the Agency's operation to be evaluated each three years. This 3rd evaluation should cover the period 2012 – 2014 and will cover the analysis of the effectiveness and efficiency of the Agency's internal processes, including monitoring, control and reporting; the analysis of the implementation of the Agency's internal mobility policy and its effectiveness; the analysis of the parent DG's supervision arrangements and its implementation as well as the cooperation arrangements between EACEA and policy/programme units in parent DGs, including the sharing of knowledge, as well as specific issues to be included in the terms of reference by the evaluation steering committee

An evaluation of the Research Executive Agency (REA) is in progress, supervised by RTD as main parent DG, with the results also expected in early 2016.

NB: An evaluation of the EIT will be conducted in 2016, with the draft final report available in December 2016.

The DG will continue to implement its **anti-fraud strategy**, through awareness-raising actions and overall coordination of anti-fraud activity, including liaison with Executive Agencies and making more systematic use of tools such as the Early Warning System.

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

DG EAC's Specific Objective: To prevent and detect fraud effectively

<i>Output indicators</i>	<i>Source and baseline</i>	<i>Target</i>
89. Number of new potential fraud cases notified to or raised by OLAF during calendar year	European Antifraud Office (OLAF) (2014 baseline : 4)	No quantitative target, but monitoring of medium/long term trends and possible reasons thereof
90. Financial prejudice to the EU budget resulting from fraud as established in final OLAF case reports received during calendar year	OLAF (2014 baseline : 0 €)	No quantitative target, but monitoring of medium/long term trends and possible reasons thereof

C. Better Regulation⁶¹

In the framework of the organisation of the Juncker Commission, the objective of this activity is to ensure that a coordinated and combined effort among all entities concerned in the Commission facilitates DG EAC's overall mission, synergies between policies and programmes, and collaboration between DGs involved.

In the field of **strategic planning and programming** and in liaison with Central services, the focus will remain on ensuring an effective and efficient implementation of Commission commitments on performance reporting, in order to be in a position to demonstrate the performance and impact of spending programmes in the Annual Activity Report and in the wider context of the *EU budget focused on results* initiative (Synthesis and Evaluation combined report to be adopted by the Commission).

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

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

<i>Output indicators</i>	<i>Source and baseline</i>	<i>Target</i>
66. Timely adoption of the items of the Commission Work Programme with DG EAC as lead service	Reported regularly to Directors' Board (DB) (2014 baseline – no CWP item planned)	All items to be adopted on time as planned by the Commission

The DG will launch in 2016 three **new evaluations**. The work will continue on the ongoing six evaluations and eight recently finished evaluations will be followed-up.

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

DG EAC's Specific Objective: To support the decision-making process on new initiatives and better implementation of existing policies and programmes by regular evaluation, including impact assessment, and by consultation of stakeholders so that demonstration of added value of EU action is based on solid evidence and lessons learnt

<i>Output Indicators</i>	<i>Source and baseline</i>	<i>Target</i>
69. Number of evaluations active in current year, in delay by more than 1 month	Reported quarterly to DSC in the Dashboard (2014 baseline – December: 5 out of 8)	Max 1
70. Number of impact assessments active in current year, in delay by more than 1 month	Reported quarterly to DSC in the Dashboard (2014 baseline – December: 0 out of 0)	Max 1
71. Number of evaluations in follow-up phase, in delay by more than 1 month	Reported quarterly to DSC in the Dashboard (2014 baseline – December: 5 out of 10)	Max 2

⁶¹ See annex 3

D. Information management aspects

In 2016 the focus will be on the following actions:

- Contributing at the **eCommission** initiative (paperless and/or paper smart Commission), through the promotion of the eSignatory ([see indicator 78](#) with new target set), the use of native electronic documents and ARESLOOK.
- Undertake actions to detect bad practices ([see indicator 79](#)) and to **promote good practices** to enhance the quality of the whole process. This will encompass visits to units, documentation, training sessions, etc. An important activity will be awareness raising on the management level.
- **Knowledge Management Strategy** to be proposed for decision to the Directors' Board. The strategy will be prepared on the basis of an internal assessment and will detail priorities, milestones and concrete steps.

In order to be compliant with the e-Domec rules, the use of e-signatory within the DG and the proportion of open files without use are from now on part of the *monthly* monitoring *prioritised* by senior management (see following indicators).

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

DG EAC's Specific Objective: To maintain effective document management system compliant with eDomec so that any relevant document formally received or drawn up is electronically registered, filed and stored and can be retrieved in any moment.

Output Indicators	Source and baseline	Target
78. Percentage of documents with e-signatory	Reported monthly to DSC in the Dashboard (new) (2015 baseline – November: 52%)	Min 80% of total documents (New)
79. Percentage of open files without use in the last 12 months	Reported monthly to DSC in the Dashboard (new) (2015 baseline – November: 28%)	Max 10% of the files created 12 months before (New)

E. External communication activities

Dissemination and exploitation of results: these activities are based on DG EAC's *strategy for dissemination and exploitation* adopted in April 2015 and include the selection of good practice examples and success stories and making their results available online through the Projects Results Platform ("VALOR").

Websites: in addition to the management, regular update and quality control of the 10 DG EAC websites (see indicator 67), the priorities for 2016 also include an important migration⁶² and the participation in the Commission-wide *Digital Transformation initiative*.

Social media: these are an increasingly important tool for DG EAC's communication activities to interact with a young, engaged audience and to generate interest in events, programmes and policies. The social media indicator (see indicator 68) has recently been extended to cover not only the Creative Europe and Erasmus+ Facebook pages, but also Twitter, as Twitter recently decided to make statistics available to its users. In addition, in January 2015, DG EAC became the owner of a new major Facebook page with approximately 115,000 followers, European Youth, which is now reflected also in the indicator⁶³. In 2016, the scope of this monitoring will be extended to Facebook and Twitter accounts for Marie Skłodowska-Curie actions.

Annual communication spending (based on estimated commitments):			
Baseline (Year 2015):		Target (Year 2016):	
Websites – external support	560 000 €	Websites – external support	697 000 €
Social Media – external support	280 000 €	Social Media – external support	287 000 €
Exploitation of results – external		Dissemination of results – external	
Support (production of communication material)	180 000 €	Support (VALOR helpdesk and production of communication material on selected success stories)	270 500 €
Graphic support and publications (storage & distribution)	210 000 €	Graphic support and publications (storage & distribution)	314 000 €
Promotional material	75 000 €	Promotional material	169 500 €
Reserve for transversal events, fairs, contribution to Europe Direct, others.	65 000 €	Reserve for transversal events, fairs, contribution to Europe Direct, others.	55 000 €
TOTAL:	1 370 000 €	TOTAL:	1 793 000 €

⁶² From the Documentum Management Platform to Drupal

⁶³ The page is the result of a merger between two Facebook pages (Youth on the Move and the European Youth Portal) and is co-managed by DG EAC and DG EMPL.

Objective (mandatory): 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.

DG EAC's Specific Objective: To maintain up-to-date communication via DG EAC's websites and social media accounts and to ensure that their content attracts an increasingly large audience

<i>Output indicators</i>	<i>Source and baseline</i>	<i>Target</i>
67. Yearly increase in number of unique visitors at DG EAC websites	Reported monthly to Directors' Steering Committee (DSC) in the Dashboard (2014 Baseline – December: -42.3% ; November 2015 Baseline: -7%)	5 percent increase compared to previous year
68. Yearly increase in the number of people who have seen DG EAC's Facebook and Twitter posts	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.)	5 percent increase compared to previous year

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 overall 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 planning/roadmap, coordination and monitoring will be ensured by the D&E Steering Group.

F. IT Support and logistics⁶⁴

The general principle of IT support towards the general objectives of DG EAC is to ensure that IT needs are covered firstly by *corporate solutions* wherever possible, secondly that particular needs are addressed using already available corporate or local solutions (with *some customisation* work where necessary) and only lastly to go into *local development* of IT support for which no other solution could be found. The IT support to be provided is thus as follows:

General Objectives I-A and I-B: As regards the **Erasmus+** programme the main focus remains to maintain and enhance adequate Information Systems to support the management of grants focusing on improvements targeting the beneficiaries of our grants and the efficiency of their management by National Agencies (see indicators 75 and 76). For that purpose, DG EAC will continue either to use Commission-wide IT tools⁶⁵, tools shared with the Executive Agency EACEA (OEET, Dissemination Platform) or maintain and enhance specific EAC IT Systems⁶⁶ used in the programmes. In parallel the effort of extending the usage of corporate tools and reduce the usage of EAC IT Systems, as indicated in the EAC IT Strategy document, will continue. Areas for a potential replacement are under analysis like e. g. replacement of the current offline eforms by online forms.

In addition to this DG EAC following the IT strategy will continue providing the stakeholders and DG EAC Units with enhanced collaboration and knowledge sharing capabilities using existing corporate solutions (SharePoint, Yammer, Confluence WIKIS) in order to facilitate knowledge management and communication between internal and external actors. Certain policies promoted by DG EAC will continue being supported via web tools and portals (European Youth Portal, Open Education Portal).

The **Horizon 2020** programme will continue to be supported via the corporate set of IT tools provided within the H2020 programme by DGs of the Research family.

The **Creative Europe** programme will continue to be mainly implemented through the executive agency EACEA via locally developed IT tools⁶⁷ but also by Commission-wide IT tools⁶⁸ as well as common tools with DG EAC (Dissemination Platform).

General Objective 11 - Corporate activities: The **Traineeships office** will continue to be supported by a specialised set of tools (Stage/NIS) for which replacements by corporate solutions (e.g. SYSPER2) will be explored in 2016. The Library and **e-Resources Centre of the Commission** will continue to be supported via a specialised library management tool (ILMS Aleph). However, due to the imminent legacy nature of the technology, the rollout of a new system in 2017 will be prepared in 2016.

All General Objectives - DG-wide activities: The provision of daily services to DG EAC's staff will continue to be executed in collaboration with the central services of the Commission (DIGIT-ITIC, OIB). Following the 2015 reorganisation of DG EAC, one unit is dealing with IT and Logistics and will seek for synergies in providing IT and Logistics services to staff.

⁶⁴ See Annex 5

⁶⁵ PDM/URF, Participant Portal (via EAC landing pages), CCM2, HERMES, EUSurvey.

⁶⁶ eForms, E+Link, Mobility Tool, Dissemination Platform, Management Reporting, Lifecard.

⁶⁷ PEGASUS, OEET.

⁶⁸ PDM/URF, CCM2, HERMES, EMI, EMPP.

DG EAC's Specific Objective on IT: To support programme and policy activities of DG Education and Culture by providing its staff and external bodies with adequate IT tools and to implement the corporate IT Governance rules.

<i>Output Indicators</i>	<i>Source and baseline</i>	<i>Target</i>
75. Number of meetings of the Joint Project Steering Committee of Erasmus+ IT projects (E+Link, eForms, Mobility Tool, Management Reporting, Lifecard) during the calendar year	Global IT report bi-yearly to DSC (JPSC meetings 2015 baseline: 8)	Global IT report bi-yearly to DSC JPSC meeting target: 6
76. Number of blocking ⁶⁹ issues related to Erasmus+ IT projects under production (E+Link, eForms, Mobility Tool, Management Reporting, Lifecard) during the a month not resolved within 5 working days	To be reported quarterly to DSC (2015 baseline: 0)	0

⁶⁹ Blocking Issue: Major outage affecting more than 50% of customers or more than 50% of the IT functionality and that result in critical business commitments not being met.

G. Examples on efforts to improve economy and efficiency

Efforts in 2016 will be pursued to preserve efficiency as policies and programmes integrated in 2014 are managed by different departments as a result of the organisation of the Juncker Commission. **Coordination across DGs** is required to jointly manage instruments contributing to the same objectives or areas, the cost of which has to be maintained within strict limits. This is implemented together with the DG for Employment and Social Affairs as regards the Erasmus+ programme with the DG for Communication Networks, Content and Technology, as regards the Creative Europe programme and with the DG for Research and Innovation as regards Horizon 2020. Efforts will be devoted further to implement in detail the arrangements as regards Erasmus+.

DG EAC applies the principle of **economy** in particular through the respect of appropriate procurement procedures so as to minimize the cost of inputs. Concerning **efficiency and effectiveness**, the DG has planned monitoring and evaluation work as mentioned in annex 3. Achievements concerning sound financial management will be presented in its Annual Activity Report.

The following examples illustrate how the DG is continuously trying to improve its functioning further and thus allowing the reallocation of its resources to the most relevant objectives.

DG EAC has simplified the National agency work programme template and process and expects to decrease the time to process for the NA work programmes 2016. The 2015 National Agencies Yearly Report and its process are being simplified. Automatisations and enhanced use of IT tools should also increase efficiency and simplify process (paperless, unique depository of documents). Models contract with beneficiaries are being reviewed to be shortened and re-structured in order to become more accessible and user-friendly.