



Management Plan 2023

DIRECTORATE GENERAL FOR EDUCATION,
YOUTH, SPORT AND CULTURE

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Introduction

The Directorate-General for Education, Youth, Sport and Culture (DG EAC) develops policy actions contributing to a knowledge-based Europe that reconciles a competitive economy and an inclusive society. It fosters equity, excellence and agility in education systems, promotes culture as a catalyst for European values, stimulates competitive research and innovation, empowers young people to become active citizens in society, develops the European dimension in sport, and strengthens international cooperation. These activities are strongly contributing to EU priorities addressing long-term challenges, such as digital transformation and the transition to climate neutrality, whilst ensuring equity and inclusion.

The 2023 Management Plan highlights the actions and outputs planned in order to achieve DG EAC's general and specific objectives (part 1 of the Management Plan), as laid out in its 2020-2024 Strategic Plan. DG EAC fulfils its mission under the leadership of Commissioner Gabriel responsible for DG Education, Youth, Sport, and Culture, in line with the overall objectives and political guidelines of the European Commission as laid out by President von der Leyen. Its mission targets to contribute to a knowledge-based Europe with the aim to achieve a competitive economy that works for people and an inclusive society, while addressing both the green transition through the European Green Deal and the digital transformation. More specifically, DG EAC contributes to promoting our European way of life, in matters relating to education, culture, youth and sport, and to a Europe fit for a digital age, in matters relating to digital education, research and innovation. Through the international dimension of the different policies, programmes and actions, DG EAC contributes to a stronger Europe in the world, while constantly striving towards contributing to a new push for European democracy, particularly through youth actions.

In 2023, DG EAC will also be taking stock of the results delivered by the **European Year of Youth (EYY)** and defining the legacy of the Year. As the Year's activities were implemented in a spirit of co-creation and collaboration between EU institutions, stakeholders, national coordinators and young people, defining the legacy of the European Year of Youth will also entail a collective effort to co-design the legacy together. The implementation report of the Year will be submitted to the co-legislators by end 2023, including ideas for future common endeavours in the field of youth. The timing coincides with the mid-term evaluation of the EU Youth Strategy 2019-2027.

As the COVID-19 pandemic has shown, access to education is proving more than ever, to be essential to ensure a swift recovery, while promoting equal opportunities for all. In 2023, the safe resumption of transnational mobility activities of learners, educators, young people and youth workers will remain a key priority for the Erasmus+ programme. Digital technologies for remote learning represent a valuable tool in partially answering the global constraints on mobility caused by the pandemic. Organisations will deal with the aftermath of the pandemic and contribute to the implementation of the Recovery Plan for Europe through innovative ways of cooperation and networking.

2023 will be the midpoint of the 2021-2025 period set for achieving the European Education Area (EEA). The dedicated **EEA midterm review** will aim to jointly discuss achievements and draw lessons from the first years of experiences establishing the EEA. Guided by the November 2022 EEA Progress Report, reflections and discussions will take place on challenges and future oriented measures, such as boosting equity and inclusion at all levels of education and training, improving quality by tackling teacher shortages and making the teaching profession more attractive, or enhancing European citizenship education.

As a key step towards **a European Education Area for 2025**, and as one of the initiatives in the **2023 Commission Work Programme**, the Commission will propose to update the current **learning mobility framework**  ⁽¹⁾ to enable learners to move more easily between education systems. 2023 will also see the continued implementation of the higher education package, i.e. the **European strategy for universities** and the **Council Recommendation on building bridges for effective European higher education cooperation**.

The implementation of **the Digital Education Action Plan** will further advance in 2023 and help deliver on its ambitions to develop a high-performing digital education ecosystem and equip European citizens with the digital skills and competences needed for the digital transformation.

The **Erasmus+ programme** will keep rolling out its main priorities and actions through the education, training, youth and sport fields. In 2023, the programme will also continue **standing for Ukraine**; since February 2022, the Commission has used the in-built flexibility of the programme to offer opportunities for learners, and also staff, coming from Ukraine. In addition, the Commission has proposed to address in a special Amending Letter to its Draft Budget for 2023 an additional significant response to the geopolitical challenges and the economic situation. Following the strong support of Commissioner Gabriel and of our President, the Commission proposed an exceptional EUR **100 million** frontloading from 2027, taking into account the strongly-backloaded financial profile of the programme. These additional funds will help reinforce support to Ukrainian students, pupils and educational staff.

The **first Humanitarian Aid volunteers** under the European Solidarity Corps will be deployed in 2023.

In the field of **culture**, a new phase of policy cooperation starts in 2023 with the implementation of the **new EU Work Plan for Culture 2023-26**, adopted by the Council on 29 November 2022, which sets out priorities and actions designed to address the major

⁽¹⁾ Proposal for a Council Recommendation on learning opportunities (learning mobility) abroad in Europe for everyone, updating and repealing the Council Recommendation of 28 June 2011 'Youth on the move' — promoting the learning mobility of young people'

challenges for culture, cultural heritage and the cultural and creative sectors in Europe. The new Work Plan also includes an invitation to the Commission to propose an **EU strategic framework for culture**. DG EAC has started with the preparations for a proposal for a Council Recommendation which could be adopted end of 2023.

The Commission will also continue to promote sport and the mental and physical benefits of a healthy lifestyle across society and across generations, building on the HealthyLifestyle4All initiative and its Youth Ideas Labs.

Part 1. Delivering on the Commission's priorities: main outputs for 2023

General Objective 1 - A European Green Deal

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

Supporting the green transition is a key dimension of the work towards the achievement of the European Education Area and the European Research Area (ERA), with actions ranging from the Education for Climate Coalition to the new European sustainability competence framework to the greening of the Erasmus+ programme which will guide our work in 2023.

The **Education for Climate Coalition** enters its third year in 2023. All 27 country groups will be unlocked, supporting the Coalition's reach and ensuring inclusiveness by allowing education practitioners to contribute in their own language. During the 3rd **Education for Climate Days** in autumn 2023, community members and stakeholders will be invited to a multi-day co-creation activity on new community challenges to develop innovative learning projects on sustainability. In 2023, the green dimension will continue to permeate all actions of the **Erasmus+ programme**. Erasmus+ is gradually striving for carbon-neutrality by promoting and facilitating the use of low-carbon means transport modes (in particular by rail). This includes financial incentives as an extra economic help for participants using low-carbon means of transport, together with the possibility of having more days for travelling. This, together with an increasing programme budget, will help to increase the number of mobility opportunities and cooperation projects in green forward-looking fields, i.e. those study periods abroad, traineeships, youth or classrooms exchanges, cooperation projects and activities, which foster the development of competences, enhance career prospects and engage participants in subject areas that are directly linked with conservation of nature and biodiversity (such as sustainable farming, management of natural resources, soil protection, bio agriculture or healthy oceans).The **European Solidarity Corps (ESC)** will support projects and activities aiming to protect and heal the natural world, to raise awareness about environmental sustainability and to enable behavioural changes linked to individual preferences, consumption habits and lifestyles. The thematic **green SALTO Resource Centre** set up at the French National Agency will be fully operational in 2023. It will contribute to high-quality and inclusive implementation of the green dimension of Erasmus+ and ESC, by gathering and circulating good practices, helping National Agencies to increase their capacity for green practices and elaborating 'eco-tips' for participants and organisations.

As a follow-up to the **Council Recommendation on learning for the green transition and sustainable development**, the Commission will continue to enable peer learning and exchange of best practices through its Working Group on Education for Environmental Sustainability. In 2023, the topics addressed will include: digital and green education, youth

voice in learning for sustainability, assessment as well as green infrastructure and buildings. The Commission will conduct a study on the overlaps and tensions between green and digital skills in teaching and learning, and a study on green infrastructure. Together with the JRC, DG EAC will organise follow-up activities on **GreenComp**, including establishing a community of practice and looking at case studies on use of GreenComp.

In 2023, the **Green Sport Expert Group**, established by the EU Work Plan for Sport, will publish recommendations to make sport more sustainable.

Following the launch of the **Marie Skłodowska-Curie Actions (MSCA) Green Charter** in 2021, several initiatives are planned in 2023 including a survey to assess how the Charter is currently being implemented in MSCA projects.

In the field of **culture**, policy cooperation under the new Work Plan for Culture will inter alia focus on stimulating the green transition of the cultural and creative sectors, with a consideration of the energy crisis. It also includes climate action through culture following up on the 2022 OMC group Reports “Strengthening cultural heritage resilience for climate change” and “The cultural dimension of sustainable development”. As a follow-up to the Commission’s “Report on the cultural dimension of sustainable development in EU actions” (Dec. 2022) further exchange with the Member States and stakeholders can be expected in early 2023.

Several actions under the Culture and Cross-Sectoral Strand of the **Creative Europe Annual Work Programme 2023** will contribute to the New European Bauhaus (NEB). For example, the NEB themes are one of the thematic priorities that hosts applying for funding for artistic residences in Culture Moves Europe may choose. Also, the planned peer learning activities at regional and local level on high quality architecture and the built environment for everyone have a close link to the NEB. In addition, the calls for cooperation projects and the innovation labs will also include topics and thematic priorities relevant to the Bauhaus.

In 2023, the **European Institute of Innovation and Technology (EIT) Community** will expand its offering of EIT-labelled Master’s and PhD programmes, as well as its education and training initiatives that emphasise in particular the role of disruptive technologies and the skills needed to create a greener and sustainable Europe. In 2023, the EIT will also implement a series of actions under the New European Innovation Agenda, including the Deep Tech Talent Initiative.

General Objective 2 - Europe fit for the digital age

With its strategic and comprehensive approach to digital education and training, the implementation of the **Digital Education Action Plan** (2021-2027) contributes to achieving the European Education Area and to delivering on the ambitions of a Europe fit for the digital age. In 2023, the Digital Education Action Plan continues to contribute to the **Digital Compass**. This will help deliver on universal digital education for all learners across Europe; ensure that 80% of adults have at least basic digital skills by 2030; and,

lastly, put in place measures today so that the EU has a rich digital talent pool which will include 20 million employed ICT specialists in the EU by 2030.

To this aim, as part of the Digital Education Action Plan, the Commission will propose **two Council Recommendations in 2023**, one on enabling factors for successful digital education and another on improving the provision of digital skills in education and training, informed by the Structured Dialogue on digital education and skills conducted throughout 2022 with all 27 Member States. Both Recommendations will contribute to the attainment of the European Education Area and the Digital Compass targets.

In the field of culture, in line with the new **EU Work Plan for Culture 2023-2026**, the Commission will launch a study on the discoverability of diverse European cultural and linguistic content in the digital environment.

DG EAC will continue to contribute among other things the recommendation on piracy of live events (Q2 2023), the legislative proposal on the conditions for remuneration of third country recorded music played in the EU (Q1 2023), as well as policy reports (e.g. evaluations of the copyright term protection Directive and of the "Marrakesh" Directive; application report on the revised Audio-visual Media Services Directive) and evidence gathering on new challenges.

A - Digital Education Action Plan

Specific objective 2.1 - Promote the development of a high-performing digital education ecosystem in Europe

DG EAC will focus on strengthening effective digital capacity planning, boosting infrastructure and connectivity, providing high-quality digital education content and secure platforms as well as enhancing the digital competences of teachers and educators through the following actions:

- A study providing the foundation for **developing a European Digital Education Content Framework** will wrap-up in Q4 2023 and will inform the Commission on the necessary next steps.
- A Community of Practice (CoP) across relevant higher education stakeholders will be created and launched to develop the **European Exchange Platform** and to address the lack of interoperability between the highly diverse content-oriented software systems used by higher education institutions.
- The Commission will continue to implement **SELFIE**, the online tool to support schools with digital planning, and **SELFIE for Teachers** which allows teachers to review and improve their digital skills.
- Further dissemination of the Ethical Guidelines on the use of **AI and data in teaching** and learning for educators will be ensured. With the support of the Joint Research Centre, an evidence-based research will provide an in-depth analysis on concrete,

relevant and good practices of the ethical use of AI and emerging technologies in education. Cooperation with international institutions such as the Council of Europe, UNESCO or OECD is foreseen and will target AI for education literacy and ethics.

The thematic **Digital SALTO Resource Centre** will contribute to high-quality and inclusive implementation of the digital dimension of Erasmus+ and ESC.

Specific objective 2.2 - Enhance digital skills and competences for the digital transformation for all

The second priority area focuses on the importance of digital skills for societal participation, inclusion as well as economic growth and innovation thanks to the following actions:

- Outreach and dissemination of the guidelines for teachers and educators on tackling disinformation and promoting digital literacy through education and training.

Further awareness raising activity, digital skills gap analysis and identification of priority groups for policy interventions as relates to **DigComp 2.2** ^(²). The Commission will financially support the participation of EU Member States in the cross-national data collection for the next round of the International Computer and Information Literacy Study, where 22 Member States will take part.

The **European Digital Education Hub's** objective for the end of 2023 is to reach 1 000 individuals – this objective was achieved and exceeded in September 2022. By the end of 2023, the aim is for the community to be a fully active and be a consolidated online space for cooperation and will include three community face-to-face events. Three plenary physical meetings in 2023 are foreseen. In between the meetings, a peer-to-peer mentoring scheme will take place with the members.

Moreover, the Commission will pursue its work with the **European Education Technology (EdTech) sector**, deepening the exchanges between Commissioner Gabriel and representatives of the sector. Talks will continue in Q2 and Q4 2023. In addition, supporting EdTech is a theme under the Erasmus+ 2023 forward looking projects, where the Commission looks for grass-root projects between EdTech and public authorities, promoting evidence-based quality assurance of EdTech solutions and fostering effective public-private partnerships.

In particular, **the 2023 Erasmus+ Work Programme** will provide for large scale forward-looking projects with a digital priority with a budget of EUR 15 million. The three areas of focus include: Education technology, Effective pedagogical approaches on informatics for primary and secondary level of education and teacher training and curriculum development in tackling disinformation and promoting digital literacy.

⁽²⁾ Digital Competences Framework 2.2

In Q4 2023, the **Digital Education Hackathon** will return for its fourth edition. The fourth edition of the Digital Education Hackathon is expected to engage at least 2 500 participants (50% women) over 55 local events and to ensure at least 75 registered hosting organisations.

Lastly, as foreseen in the **Communication on the Digital Education Action Plan**, in 2024 the Commission will undertake a comprehensive review of the Action Plan to assess its outreach and impact, as well as propose additional or new measures if necessary. The preparatory work and evidence gathering to feed in the review will be launched in 2023.

The Erasmus+ programme digital priority will complement physical mobility by continuing to promote distance and blended learning. Moreover, it will broaden and reinforce its offer of learning opportunities focusing on basic and advanced digital competence development, virtual exchanges and support digital education focused cooperation projects, also with priority regions neighbouring the EU. The programme will continue to increase long-standing support and investment in European online platforms for virtual cooperation and digital education such as eTwinning and the School Education Gateway (merged in the **European School Education Platform** in 2022), **EPALE**, or the **European Youth Portal** to facilitate online mutual learning between countries. In 2023, the **EIT-led Girls Go Circular** project will expand to involving 7 KICs instead of 4, and to 8 additional countries. Also, at least two Women ESTEAM Fest and two Girls ESTEAM Fest will take place in 2023.

B- Contribution to Research and innovation

Both MSCA and the EIT will continue contributing to the overall achievement of **Horizon Europe** objectives with regards to Research and Innovation. Horizon Europe also includes a dedicated intervention area on social transformation, democracy, cultural heritage and cultural and creative industries, under its Cluster 2 titled “Culture, Creativity and Inclusive Society”. It focuses on research and innovation actions having social sciences and humanities as well as culture at its core.

Marie Skłodowska-Curie Actions (MSCA)

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

Six **Marie Skłodowska-Curie Action (MSCA) calls** will be launched in 2023 for Doctoral Networks, Postdoctoral Fellowships, Staff Exchanges, COFUND, MSCA and Citizens, and a new MSCA Feedback to Policy initiative.

The MSCA contribute to all five **Horizon Europe Missions** (Climate adaptation, Oceans, Smart cities, Healthy Soil and Cancer). A new MSCA Feedback to Policy initiative will be launched in 2023 to support the assessment and exploitation of results related to the five

Missions, the impact of researchers' training and career development, as well as inter-sectoral cooperation. The grant will fund one project for up to EUR 2 million for a period of up to 48 months.

In addition, a number of activities will be implemented under the Feedback to Policy Plan for 2023/24, with regards to programme implementation, science policy links, internal capacity building and greening practices in MSCA projects.

The **MSCA4Ukraine** scheme is part of the EU's response to Russia's invasion of Ukraine. With a total budget of EUR 25 million, MSCA4Ukraine will provide fellowships for doctoral candidates and post-doctoral researchers to be able to continue their work in academic or non-academic organisations in EU member states and countries associated to Horizon Europe. The scheme will also allow them to re-establish themselves in Ukraine when conditions allow. The first MSCA4Ukraine fellowships will begin in January/February 2023 and the project aims to support 120-200 displaced researchers during the first half of 2023.

The European Institute of Innovation and Technology

Specific objective 2.4 - As part of Horizon Europe, the EIT will further foster the integration of education, research and business, strengthen innovation ecosystems that help to tackle global challenges and deliver concrete solutions aimed at mitigating the effects of the crisis and contributing to the recovery.

In 2023, the EIT will continue to support the Knowledge and Innovation Communities (KICs). It shall do so by supporting a new generation of entrepreneurs and by encouraging the creation of innovative companies in close synergy with the European Innovation Council (EIC). The EIT will also contribute to the Horizon Europe Missions and, in cooperation with the KICs, will continue supporting entrepreneurship and innovation in higher education, including through the implementation of the **EIT HEI pilot initiative**.

The EIT will contribute to the implementation of various actions of the **New European Innovation Agenda**, in particular, to flagship four: Fostering, attracting and retaining Deep Tech talents. Following the launch of the **EIT Deep Tech Talent initiative** at the occasion of the EIT Summit in October 2022, the full project implementation will start as of January 2023. EISMEA and the EIT will also launch in 2023 the innovation internship scheme expected to fund about 600 innovation internships over a 2-year period.

Throughout 2023, DG EAC will follow the implementation of the EIT **Women2Invest** programme, including an 8-week internships in venture capital funds in early 2023.

In 2023, DG EAC will also carry out an independent ex-ante analysis of the continued relevance of the **second new KIC on Water, Maritime and Marine**, proposed under the Strategic Innovation Agenda 2021 - 2027.

General Objective 3 - An economy that works for people

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

The **Recovery and Resilience Facility (RRF)** will provide significant support to education and skills related reforms and investments in Member States, with an approximate amount of EUR 72 billion⁽³⁾ (based on 26 national plans adopted by September). This represents about 14% of the total RRF envelope. Support to digital education and skills will make up a considerable share of education spending under the RRF amounting to approximately EUR 28.5 billion⁽⁴⁾. The RRF will also support the cultural and creative sectors, with more than EUR 10 billion⁽⁵⁾. DG EAC will continue to support SG-RECOVER and DG ECFIN in monitoring the implementation of measures, in particular in assessing the achievement of milestones and targets. By the end of 2023, 138 milestones are expected to be achieved.

The 2023 semester cycle will be refocussed on priorities emerging from the new geopolitical context and the socio-economic implications of the energy crisis. The country reports will be presented in May 2023 together with the country-specific recommendations as part of the Spring Package.

The Learning Lab on Investing in Quality Education and Training is up and running in 2023: it will bring together the Commission in a supporting role and the Member States to identify and provide policy evaluation tools and methods, and offer different support opportunities from peer learning to capacity building, from training course to concrete

⁽³⁾ The figure is based on the pillar tagging methodology for the Recovery and Resilience Scoreboard. It corresponds to the sum of estimated cost of measures allocated to either “General, Vocational, And Higher Education: Accessibility, Affordability, Quality And Inclusiveness, Including Digitisation And Infrastructure”, “Adult Learning, Including Continuous Vocational Education And Training; Recognition And Validation Of Skills”, “Early Childhood Education And Care: Accessibility, Affordability, Quality And Inclusiveness, as primary or secondary policy area. These are estimated costs; actual funding will be based on the fulfilled milestones and targets.

⁽⁴⁾ The figure is based on the pillar tagging methodology for the Recovery and Resilience Scoreboard. It corresponds to the estimated cost of measures allocated to ‘Human capital in digitalisation’ as primary or secondary policy area. The calculation is based on the 26 recovery and resilience plans endorsed by the Commission and Council by November 2022. These are estimated costs; actual funding will be based on the fulfilled milestones and targets. The Commission assessed the cost estimates when the initial plans were submitted and approved. Member States are not required to submit spending receipts and the Commission will not verify the actual costs of measures supported by the RRF.

⁽⁵⁾ The figure is based on the pillar tagging methodology for the Recovery and Resilience Scoreboard. It corresponds to the estimated cost of measures allocated to ‘Cultural sector’ as primary or secondary policy area. The calculation is based on the 26 recovery and resilience plans endorsed by the Commission and Council by November 2022. These are estimated costs; actual funding will be based on the fulfilled milestones and targets. The Commission assessed the cost estimates when the initial plans were submitted and approved. Member States are not required to submit spending receipts and the Commission will not verify the actual costs of measures supported by the RRF.

evaluation activities. In 2023, DG EAC will organise a public event in the first quarter and several workshops and trainings together with the Member States.

DG EAC will continue to contribute through its **equality mainstreaming Work Plan 2021-2025** to the implementation of the education, youth, sport and cultural dimension of the cross-cutting priority on a Union of Equality.

General Objective 4 - A stronger Europe in the world

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

Reinforcing cooperation with non-EU countries, especially with the Western Balkans, the Neighbourhood, and Africa, while strengthening Europe's global leadership, particularly vis-a-vis industrialised countries and emerging economies, are the main geopolitical goals of the Commission. Both the European Education Area, through the Coordination Group on Global Policy Dialogue, and the upcoming European Strategy for Universities will contribute to these geopolitical goals by strengthening the links with the rest of the world.

With regards to the **Western Balkans**, the main highlight in 2023 will be the joint Ministerial meeting on Education and Research & Innovation, which is scheduled to take place in June. This will be a key opportunity to highlight the cooperation in these areas, in the context of the ongoing work within the Western Balkans Agenda on Innovation, Research, Education, Culture, Youth and Sport.

Fostering international cooperation with **Eastern Partnership countries** in the field of education, youth and culture, with a focus on education reforms, while providing opportunities for youth, students and academic exchanges through Erasmus+ will remain a high priority in 2023. With regard to the enlargement process, monitoring the progress on the steps and on alignment with the acquis of the candidate countries will be important aspects of DG EAC's work. DG EAC will also continue supporting **Ukraine** with measures to effectively respond to the challenges caused by the invasion, while ensuring with Member States successful inclusion of children and young people from Ukraine in education institutions in the European Union.

In relation to the **Southern Neighbourhood**, in 2023 the main highlight will be the organisation of the first-ever Ministerial Conference on Higher Education of the Union for the Mediterranean (UfM). DG EAC, by virtue of the role of the Commission of co-President of the UfM, will take the lead in this event. The main output will be a Ministerial Declaration endorsed by the 43 ministers of the UfM Member States, outlining the priority areas to advance cooperation on Higher Education in the Euro-Mediterranean area for the years to come.

Based on the Joint Declaration of the February 2022 **European Union – African Union** Summit, DG EAC will contribute to the implementation of the education and mobility dimensions of the Africa Global Gateway Investment Package through the Erasmus+ programme. It will also launch the third phase of the Harmonisation of African Higher Education, Quality Assurance and Accreditation initiative (HAQAA3). It will finally contribute to the implementation of the EU-AU innovation agenda to be adopted early 2023, especially its “Capacities for Sciences” priority.

A - Education and Training, Youth

Erasmus+ International

The Erasmus+ Multiannual Indicative Programme (MIP) foresees an overall amount of EUR 1.8 billion from NDICI and EUR ~374 million from IPA III.

In terms of regions, **Sub-Saharan Africa** is the largest single region (EUR 570 million), followed by the Neighbourhood (EUR 550 million), then comes the **Western Balkans** (EUR 374 million), followed by a large region consisting of **Asia, Central Asia, the Middle East and the Pacific** (EUR 370 million), and the **Americas** (EUR 196 million).

All actions within the international dimension of the Erasmus+ programme fully or partially funded by the H6 will be made available within the Erasmus+ 2023 Annual Work Programme, with a total budget of EUR 4 171.5 billion ⁽⁶⁾.

Two international Higher Education networks selected under the **2022 Jean Monnet** call will be launched and become operational in 2023. A dedicated Higher Education Network EU-Africa is foreseen to emerge under the 2023 call, with the purpose of promoting academic discussion on EU-Africa relations and European affairs in Africa.

European Solidarity Corps

The scope of the **European Solidarity Corps** was extended under the new programme to cover volunteering activities in support of humanitarian aid operations. The first volunteers under the European Voluntary Humanitarian Aid Corps will be deployed in 2023.

B – Sport

Cooperation partnerships and small-scale partnerships will promote external cooperation with partner countries. The **call Capacity Building in the Field of Sport** will reinforce the opportunities for cooperation with the Western Balkans. In addition, a new edition of the call EU4Youth, will allow the countries in the Western Balkans (with the help of a

⁽⁶⁾ C(2022) 6 002 of 25 August 2022

contractor) to be fully part of the European Week of Sport, while also providing opportunities for the organisation of year-round activities to promote sport, health and European values.

C – Culture

DG EAC will further strengthen cooperation with the Western Balkans in the field of culture, with notably meetings of the Steering Platform on culture, which was launched in June 2022. In addition, the **Western Balkans Culture Cooperation** action launched in 2022 will be implemented in 2023 by UNESCO and its partners, to foster reconciliation and good neighbourly relations in the Western Balkans through cooperation in the field of culture.

DG EAC will continue developing the role of culture in EU external relations. The Preparatory Action European Spaces of Culture will continue in 2023, to test innovative collaboration models in cultural relations between European and local partner organisations in countries outside the EU. DG EAC will also continue to be involved in the Cultural Relations Platform, which will organise, among others, the annual Global Cultural Relations Programme for emerging cultural leaders.

In line with the Council's decision in the new EU Work Plan for Culture 2023-2026, DG EAC will set up an expert group on the quality reconstruction of cultural heritage in Ukraine and on how best to empower Ukrainian local cultural and creative sectors.

D – Contribution to Research and Innovation

Marie Skłodowska-Curie Actions

In 2023, the **MSCAdvocacy project** will deliver assessment reports on the cooperation achieved through MSCA, specific promotion plans, qualitative monitoring of the cooperation as well as policy recommendations for the 20 countries and 6 regions targeted by the project.

The European Institute of Innovation and Technology

The key objective of the EIT international cooperation is to strengthen EU's innovation capacity and competitive advantage, while promoting international cooperation and reinforcing the attractiveness of the European economy towards third countries.

In 2023, DG EAC will ensure that the EIT continues delivering on its commitment in the context of the Western Balkan Agenda on innovation, research, education, culture, youth and sport to boost a circular economy approach in those countries, including by setting up national EIT Community Hubs, such as in North-Macedonia. Moreover, the EIT will ensure that the EIT Hubs based in USA and Israel contribute to achieving the overall objectives of the EIT, the objectives of Horizon Europe and fully respect the bilateral EU-Outreach country research and innovation agreements.

University-Business Cooperation

HEInnovate continues to be an important reference for HEIs that seek to improve their entrepreneurial and innovative capacities. In the first half of 2023, a revision of HEInnovate and its self-reflection tool will be completed, together with some further tools and functions. In 2023, work will continue on the Education and Innovation Practice Community that is being carried out through the OECD.

General Objective 5 - Promoting our European way of life

A - Education and Training

In 2023, DG EAC will continue its commitment to transparent policy making, consulting its stakeholder community through the open method of coordination, but also through the new calls for evidence procedure and targeted consultations wherever necessary.

2023 will be the midpoint of the 2021-2025 period set for achieving the **European Education Area**. It will be dedicated to the **EEA midterm review** which has the aim to jointly discuss achievements and draw lessons from the first years of experiences establishing the EEA. The findings of the November 2022 EEA Progress Report provide the direction for the main issues that will be discussed during this reflection process. In 2023, DG EAC will also publish a call for evidence and launch an external evaluation support study, which together with the 2023 midterm review will feed into a policy evaluation on the EEA with results to be published under the full report on the EEA in 2025.

Progress towards the European Education Area's 7 **EU-level targets** (5 of which led by DG EAC) will continue to be monitored throughout 2023. In addition, the examination of possible EU-level indicators in the areas of the teaching profession and of sustainability will be taken forward. DG EAC will also reflect on any follow-up to the Commission's proposal for a new EU-level indicator on equity in education, as introduced in the 2022 EEA Progress Report.

The 2023 edition of the **Education and Training Monitor** will be published in the last quarter of 2023. It will review the progress made by Member States towards the EU-level targets of the European Education Area and beyond in all sectors of education and training.

The High-Level Group (HLG) will continue discussing strategic issues for European cooperation in education and training. The seven EEA strategic framework Working Groups will contribute to the EU's policy cooperation process in the sector of education and training towards the EEA. All EEA governance levels will continue to be mobilised to support the integration of Ukrainian refugees in EU education and training systems as well the reconstruction efforts in Ukraine.

The **European Education Area Portal** will continue ensuring transparency and access to information and provide an easy-to-access space with information on the EEA activities and outputs, and **communication actions** will be undertaken, starting in 2023, to raise awareness about the European Education Area, its actions, and the opportunities it offers.

The **6th European Education Summit end of 2023** will allow policy-makers and stakeholders from all levels of education and training to exchange views on the mid-term progress and future challenges of the European Education Area.

In 2023, DG EAC will continue to strengthen its analysis and knowledge capacity regarding education and training systems through **studies, evaluations (7)** and impact assessments and the collection and use of data relevant knowledge providers.

B - European Education Area

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

Actions and initiatives to establish the European Education Area (EEA) fall under the following focus areas for European cooperation and national reform (as set out in the 2022 EEA progress report): 1) quality, equity, inclusion and gender equality; 2) green and digital transitions; 3) teachers and trainers; 4) higher education; 5) lifelong learning and mobility; 6) geopolitical dimension.

1. Quality, Equity, Inclusion and Gender Equality

In its third year, **Jean Monnet for other levels of education and training** will continue to promote the quality of EU education at school and vocational training level. Additional information and promotion of the new funding opportunity in 2023 shall attract new applicants in all EU Member States.

In 2023, **Centres of VET excellence networks** will be selected following the publication of the second call dedicated to this new action (with a EUR 52 million budget).

In 2023, the Commission will ensure follow-up of the Council Recommendation on **“Pathways to School Success”**, adopted in November 2022. In particular, the Working Group Schools will support the implementation of the Recommendation by promoting mutual learning and exchange of best practices.

The **Expert Group on promoting supportive learning environments and supporting well-being at school** will start work in 2023 for a duration of 15 months. The group’s objective shall be to assist the Commission in developing evidence-based policies on the

(7) Evaluations referred to in this Management Plan are also referred to in the dedicated interinstitutional EU studies database, containing the full list of ongoing evaluations and related studies.

promotion of supportive learning environments and well-being in school at European and national levels and in individual schools.

Under the **EEA Strategic framework Working Group on Equality and Values**, DG EAC will continue to support mutual learning on inclusive reforms, fighting discrimination and promoting equality (including gender equality) in and through education, and the further implementation of the 2018 Council Recommendation on promoting common values, inclusive education and the European dimension of teaching.

2. Green and Digital Transitions

In 2023, the Commission will follow-up the recently adopted Council Recommendation on **learning for the green transition and sustainable development**. Policy cooperation with Member States will take place through a dedicated EEA working group on learning for sustainability. A number of studies are foreseen in 2023, including on teacher professional learning for sustainability. The sustainability competence framework, known as **'GreenComp'** was also released by the Commission in 2022. It maps out sustainability skills and competences for learners of all ages and for all educational settings, formal, non-formal and informal. The framework can potentially be used for curriculum design, self-reflection, assessment of existing programmes, and policy development. Follow-up work with the JRC on the framework will take place in 2023, including case studies of institutions and authorities using GreenComp.

The **Education for Climate Coalition** will establish country groups in all Member States in 2023, supporting its further growth as described under General Objective 1. The annual Policy Forum and the 3rd Education for Climate Days, taking place in the first half and by the end of the year respectively, will ensure that the Coalition's work is closely linked to the sustainability education goals of the European Commission, in line with the recently adopted Council Recommendations.

3. Teachers and Trainers

Under the **Erasmus+ Teacher Academies** fifteen new projects will be selected with the foreseen budget of 2022 (EUR 22.5 million), and will start in July 2023, achieving the objective set out by the European Education area. An assessment of the experience of the two first rounds is to take place in 2023.

The **European Innovative Teaching Award**, launched for the first time in 2021, aims at celebrating and rewarding the work of teachers and schools, as well as showcasing innovative teaching and learning practices. The initiative, which has a strong symbolic dimension (without any monetary reward) is built upon the **Erasmus+ programme**, and it offers the opportunity to highlight the European cooperation in education through transnational activities. The 2023 theme the awarded projects will focus is Innovation in Education, with a special focus on Artificial Intelligence.

Teachers and trainers are supported also by the online platforms: the **European School Education Platform**, the **eTwinning** area on the European School Education Platform, and the **Electronic Platform for Adult Learning in Europe (EPALE)**, as described in specific objective 5.2.

4. Higher Education

In 2023, in the field of higher education, following activities will be undertaken to implement the **4 flagship initiatives** of the **European strategy for universities**:

First, DG EACG will ensure the **further roll out of the European Universities initiative** in close cooperation with EACEA through the fourth competitive open Call for Proposals under Erasmus+, targeting support for sustainability of existing alliances while being also open for new higher education institutions to join existing alliances or form new alliances. Evaluations will be based on quality criteria.

Second, DG EAC will examine options and necessary steps - in close cooperation with Member States, higher education institutions, student organisations and stakeholders - towards a **possible joint degree based on a common set of co-created European criteria**. As a first step, the Commission is working towards developing European criteria for the award of a European joint degree label for joint programmes delivered in the context of transnational cooperation between several higher education institutions. On the basis of the results of this first phase, the Commission, in cooperation with Member States and stakeholders, will explore further steps for the possible design and delivery, on a voluntary basis, at national, regional or institutional level, of joint degrees at all levels.

Third, DG EAC will examine the need for and feasibility of **institutionalised cooperation instruments, such as a possible legal status for all types of alliances** of higher education institutions.

Fourth, DG EAC will progressively widen the implementation of the **European Student Card initiative**, consisting in the promotion and improvement of the different components: The European Student Card, the Erasmus+ App and Erasmus Without Paper.

On top of these flagship initiatives, work will continue on the following aspects of higher education, also part of the implementation of the European strategy for universities:

DG EAC, in close cooperation with the stakeholders and the Member States, will propose in 2023 **a European framework for attractive and sustainable careers in higher education**, in synergy with the research career framework developed under the ERA. It will aim to promote parity of esteem between different academic career paths and provide more flexibility for academic careers, also beyond academia.

Building on a related Commission Report, as well as a study on the implementation of the Council Recommendation on Promoting Automatic Mutual Recognition of Higher Education and Upper Secondary Education and Training Qualifications and the Outcomes of Learning

Periods Abroad, DG EAC will in 2023 work towards a **European recognition and quality assurance system**. This could entail a possible revision of the 2006 Council Recommendation on Quality Assurance.

DG EAC will continue its work towards a **European-wide implementation of graduate tracking by 2025**, allowing Member States and their universities to inform the design of courses and teaching at universities. For that, it will build on the European Network of Graduate Tracking that has been created by DG EAC to support Member States with the implementation of the Council Recommendation on tracking graduates.

To contribute to multilingualism, the **Online language support (OLS) system** offered to all mobile participants will continue to see improvements in 2023, with a more modern language learning experience.


DG EAC will continue to be a key member of the **Bologna process** and its relevant structures and will continue to provide financial support to the rotating Bologna Secretariat. As one of the co-secretariats together with the Council of Europe and UNESCO, DG EAC will continue supporting the network of national academic recognition centres (ENIC-NARIC network).

Building on the published guidelines on fast-track recognition of Ukrainian academic qualifications and related peer learning activities within the EEA Working Group. DG EAC will continue to facilitate exchanges on support to students and staff fleeing Ukraine in the higher education field upon request by Member States.

5. Lifelong learning and mobility

Implementation of Council Recommendation on a European approach to **micro-credentials for employability and lifelong learning**; DG EAC will continue to work together with the Member States on the implementation of the Council Recommendation.

In 2023, **Centres of VET excellence networks** will be selected following the publication of the second call dedicated to this new action (with a EUR 52 million budget).

By the end of 2023, the DG EAC will propose a **new European learning mobility framework**  to help move towards the objective of a European Education Area which would entail making learning periods abroad for everyone the norm, rather than an exception, and enable learners to move more easily between education systems.

6. Geopolitical Dimension

Building on its practical manual for the school year 2022-2023 and related peer learning activities within the EEA Working Groups, the Commission will continue to facilitate exchanges on the **inclusion of displaced children from Ukraine** in education (including early childhood education and care), upon request by Member States. The Commission will

publish the results of the working group's work on monitoring and evaluating **quality in Early Childhood Education and Care**.

In the course of 2023, DG EAC will continue to reorient the most impacted core activities under the Erasmus+ programme to welcome and support more pupils, students, teachers and qualified staff fleeing from Ukraine. In order to support this and other efforts in 2023, a sizeable reinforcement of funding (EUR 100 million) through a frontloading from 2027 will be leveraged, taking into account the strongly backloaded financial profile of the programme, on top of significant use of assigned revenues in support of Ukraine.

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

The foreseen budget of the Erasmus+ programme for **Education and Training in 2023** is EUR 3.697 billion⁽⁸⁾. This funding contributes to the achievement of the European Education Area objectives, while remaining true to what has been its mission for 35 years i.e. being the Union main instrument to support **young people's mobility**, offering increased opportunities for high quality level learning mobility for learners and staff and enabling the pursuit of studies and learning paths in different stages of life. In this respect, the Programme is expected to resume to a full extent its long-standing mission to support transnational learning mobility in 2023, after the restrictions suffered in the context of the COVID-19 pandemic. 2023 will be an important year for the programme due to the high level of scrutiny at political level, mainly focused on operational effectiveness, due to teething issues with the rollout of new IT systems, overall coordination and complexity and slow take-up of some actions. It will therefore be a priority to ensure these issues are comprehensively addressed, including via the mid-term evaluation process and the final evaluation of the previous programme 2014-2021; work on these two evaluations will continue, to be finalised in 2024. In 2023, a monitoring and evaluation framework will also be adopted for the programme.

Making the Erasmus+ programme more **inclusive and diverse** is also a key priority of the programme. The programme will increase investment in initiatives that support learning opportunities for all, educational equity and increase participation rates of people with fewer opportunities (regardless of their background, socio-economic context and physical or mental health condition), through flexible and simple participation formats, more help to prepare and accompany participants in their Erasmus+ learning adventure. The thematic **SALTO Resource Centre for Inclusion and Diversity** will also contribute to high-quality and inclusive implementation for this dimension of the programme.

⁽⁸⁾ C(2022) 6002 of 25 August 2022

The **European School Education Platform**, which took over the School Education Gateway and also became the home of the eTwinning community, will continue to serve school education stakeholders (teachers and school leaders, policy makers, researchers, teacher educators, education providers, and organisation representatives), including Early Childhood Education and Care (ECEC) and Vocational Education and Training (VET) stakeholders.

The **eTwinning** area on the European School Education Platform will continue to serve its community of teachers, school staff, and students. The eTwinning annual theme 2023 will be "Innovation and Education".

The **Electronic Platform for Adult Learning in Europe (EPALE)** will continue to support the community of adult learning practitioners in Europe. In 2023, the focus will be on improving the existing features.

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

Youth

In 2023, the Commission will be taking stock of the results delivered by the **European Year of Youth 2022**, which will be assessed in the implementation report to be submitted to the co-legislators by end 2023. A legacy of the Year, and in response to the demand and interest of young people, the Commission aims to step up efforts for a more comprehensive, innovative and inclusive approach to youth participation and strengthen the mainstreaming of youth policy in many EU policy areas relevant for young people.

In 2022, DG EAC started the preparatory work for the interim evaluation of the **EU Youth Strategy 2019-2027**. In 2023, the evaluation will be supported by an external study (also a public consultation) to help assess the performance of the Strategy based on the Better Regulation Guidelines. The Commission's evaluation report to the Council, EP, EESC and CoR should be finalised by the end of 2023.

Building on the EU Youth Strategy, the **EU Youth Dialogue (EUYD)** has been the main tool for youth participation in the EU for eleven years, and will continue in 2023 to put particular emphasis on the inclusiveness of this process by reaching out to young people from different backgrounds, especially to those with fewer opportunities and those who are not yet engaged in youth activities. The **Swedish Presidency** starting on January 2023 wishes to make the Dialogue more visible, transparent and inclusive, and enhance the cross-sectoral cooperation thanks to the European Year of Youth. The 10th cycle of EUYD starting on July 2023 is taking place under the same Trio of the Presidencies - Spain,

Hungary and Belgium - which hosted the 1st cycle of the Structured Dialogue, from 1 January 2010 to 30 June 2011.

The Commission will pursue the support of quality youth work and will give consideration to the recommendations put forward by the **Sub-Group on Youth Work** in 2022 related to the development of an online exchange tool or communication channel for the youth work community of practice.

In 2023, the **Commission Youth Network**, coordinated by the EU Youth Coordinator and which was set up in the context of the European Year of Youth, will be continued with the aim to enhance cross-sectoral cooperation within the Commission and knowledge sharing on youth-related issues.

The **European Youth Portal** caters as the single-entry point for youth related information and is accessible to all young Europeans without exception. In 2023, the newly developed **European Year of Youth features** will be gradually incorporated into the European Youth Portal to preserve co-creation and dialogue with and for young people. Among these features are the activity map for further encoding, the list of policy initiatives of relevance to young people, the contributions from young journalists as well as the voice platform to record a message on the future of Europe.

Erasmus+ programme – Youth

The total foreseen budget of the Erasmus+ programme for Youth in 2023 is EUR 400.7 million⁽⁹⁾. The programme will continue to promote high quality and inclusive non-formal learning activities and mobilities for young people and youth workers. The participatory dimension will remain strong, in particular in the **Youth Participation Activities**. This action provides a flexible format to cater for a variety of expressions of youth engagement and activism, and welcomes project proposals from groups of young people. The inclusion of young people with fewer opportunities in all activities will be supported with specific funding mechanisms and quality award criteria, in order to allow personal preparation and follow-up and thus give even more young people the opportunity to take part in an Erasmus+ activity. Furthermore, organisations will be supported in their efforts to drive systemic changes and create new practices and policies in the field in cooperation with transnational partners and partners across sectors.

⁽⁹⁾ C(2022) 6002 of 25 August 2022

European Solidarity Corps

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

The total foreseen budget of the European Solidarity Corps in 2023 is EUR 142.2 million⁽¹⁰⁾. The programme will continue to promote high quality and inclusive solidarity opportunities for young people across the European Union and beyond, through support for volunteering projects and solidarity projects, as well as volunteering teams in high-priority areas and volunteering activities providing needs-based humanitarian aid in third countries (in the framework of the European Voluntary Humanitarian Aid Corps).

In addition to the transversal objectives defined for the period 2021-2027 and aligned with the Erasmus+ programme, the activities of the European Solidarity Corps in 2023 will also respond to the current societal challenges (including the ongoing war in Ukraine and post-COVID recovery) and contribute to:

- Relief for persons fleeing armed conflicts and other victims of natural or man-made disasters
- Prevention, promotion and support in the field of health

These topics will be specifically addressed by the centralised action Volunteering teams in high-priority areas.

The **European Voluntary Humanitarian Aid Corps** is part of the European Solidarity Corps pages on the European Youth Portal. The registration of potential volunteers has been enabled in 2022, further developments are planned as of 2023 to provide the full activity cycle to organisations and volunteers.

After starting **the final evaluation** of the European Solidarity Corps 2018-2020 and **the interim evaluation** of the programme 2021-2027, the main deliverables will be elaborated in 2023.

⁽¹⁰⁾ C(2022) 5757 of 22 August 2022

C – Sport

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

Erasmus+ programme – Sport

In 2023, sport actions will give visibility to the role of sport in contemporary society for people's physical and mental health, social inclusion, and well-being – both in general and also for athletes. Sport will contribute to key priorities, such as the EU Beating Cancer Plan, the Health Union, Union of Equality and the European Green Deal. Further actions include:

- Launch of the **new Erasmus+ mobility action for sport staff** to allow sport coaches and other staff to gain experience abroad;
- Closure of **the work of the expert groups on** Green Sport and on Strengthening the recovery and the crisis resilience of the sport sector during and in the aftermath of the COVID-19 pandemic;
- **Report on the implementation** of the 2021-2024 EU Work Plan for Sport.
- Wrapping up of the **HealthyLifeStyle4All initiative**. A Mapping Study will take stock of the process of co-creation and identify gaps that prevent the spreading of healthy lifestyles, including the contribution from the HealthyLifeStyle4All Youth Ideas Labs. Building on this, DG EAC will work on the legacy of the Youth Ideas Labs through a meaningful continuation of youth engagement that would allow the community to continue working together.
- Drafting the three-annual report on the implementation of the Recommendation on Health-Enhancing Physical Activities.

The annual **EU Sport Forum** during the Swedish Presidency will be a unique opportunity for sport organisations to meet and discuss key sport topics with policy makers, representatives of EU institutions, and Member States. As every year, between 23 and 30 September, the **European Week of Sport** will raise awareness of the need to practice sport and physical activity, including for health reasons.

The **#Beinclusive EU Sport Awards**, will recognise sport organisations promoting gender equality in sport and those working with ethnic minorities, refugees, people with disabilities, youth groups at risk, or other groups that face challenging social circumstances. The **#BeActive Awards** will recognise and support projects and individuals that are dedicated to promoting sport and physical activity across Europe.

In 2023, a **Gender Equality conference with sport stakeholders** will be organised as a follow-up on recommendations from the High Level Group on Gender Equality in Sport.

In the field of **integrity and good governance**, DG EAC will continue working with other Commission services, Council of Europe and external stakeholders (such as WADA), on the

promotion of clean sport and the related fight against doping as a follow-up to the 2021 Study on the fight against anabolic steroids and human growth hormones in sport within the EU.

The sport unit will continue to contribute to the “**Harmonization of sport statistics in the EU**” project that was launched in 2022 by EACEA. The aim is to measure the economic and social dimension of sport and levels of participation in sport and physical activity in a harmonized manner in Europe.

D – Culture

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

2023 will mark the start of the implementation of the Council’s Resolution on an **EU Work Plan for Culture 2023-2026**, adopted on 29 November 2022, which is designed to address four priority areas: a) Artists and cultural professionals: empowering the cultural and creative sectors; b) Culture for the people: enhancing cultural participation and the role of culture in society; c) Culture for the planet: unleashing the power of culture; d) Strengthening the cultural dimension of the EU external relations. In response, DG EAC has started with the preparation of an EU strategic framework for culture, which could be adopted by the Commission in late 2023.

The new Work Plan builds on the achievements of its predecessor, including the works and recommendations of the Open Method of Coordination Member States’ working groups, and on the Commission’s Report on the Work Plan for Culture 2019-2022 (June 2022). One of these “former” OMC groups will deliver its report by mid-2023: the OMC group on artists’ and creative professionals’ working conditions in the EU.

In 2023, the Commission will implement or contribute to the following actions in the Work Plan:

- The status and working conditions of artists and cultural and creative professionals (platform – by the sector);
- The green transition of the cultural and creative sectors, and their energy efficiency in the overall context of the European Green Deal (PRES stocktaking);
- Stocktaking on the Council conclusions on the recovery, resilience and sustainability of the cultural and creative sectors; Culture and Democracy (presentation of EU study results); Culture and health (preparation of OMC group), Discoverability of European cultural and linguistic content online (launch of EU study); cultural statistics (with ESTAT); climate action through culture (stocktaking); high-quality living environment for all;
- Fight against illicit trafficking of cultural goods (workshop); governance of the EU’s approach to international cultural relations (launch of short OMC group);
- Preserving cultural heritage and empowering local cultural and creative sectors in Ukraine (expert group and think tanks);

- Promotion and defence of democracy and human rights in fragile contexts.

In the field of **Cultural Heritage**, the Expert Group gathering representatives from public authorities and experts from the sector, will continue to meet in 2023.

The preparatory action **CultureForHealth** will finish in June 2023 with a final conference on the topic of culture, health and well-being addressed to policy-makers.

Support for Europe's music sector under the **Music Moves Europe initiative**, will continue in 2023 through targeted action, including the implementation of the 2022 Creative Europe call 'Music Moves Europe – sustainable (live) music distribution', and with the new Music Moves Europe dialogue, which will be implemented by a consortium following a call for tenders under Creative Europe in 2021.

The Commission's structured dialogue on culture with civil society (**Voices of Culture**) will continue in 2023 (two VoC themes will be covered in the first semester, aligned with the priorities in the new EU Work Plan for Culture).

Creative Europe programme

The Creative Europe programme will remain to be an instrument to contribute to major European policy initiatives relevant to the cultural and creative sectors (CCS) and aligned with the objectives of the 2018 New European Agenda for Culture.

Priorities of the 2023 annual work programme will be translated into the following actions:

- **Mobility of artists:** As a follow up to the IPortunus pilot project, the new mobility instrument, **Culture Moves Europe** will help European artists and cultural and creative professionals to connect and work together at European level by supporting (emerging) talents, skills development, innovation and the transnational creation and circulation of European works. It will also stimulate artistic residencies linked to the New European Bauhaus. In total, around 7 000 mobilities are foreseen. In addition, Creative Europe will continue its support to **platforms** that increase the visibility and the circulation of European emerging artists and works in Europe and beyond.
- **Cooperation and exchanges of practices:** the programme will give organisations of all sizes the possibility to cooperate and learn at cross-border level. The funding of **about 130 cooperation projects** between organisations active in cultural and creative sectors will contribute to building the capacities of the organisations involved and helping the circulation and dissemination of artists and works.
- **Support to Ukraine:** Through a **special call** of 5 million euros, the programme will support Ukrainian artists and cultural organisations to create and showcase their art and works in Ukraine, as well as in other Creative Europe countries, help Ukrainian displaced people have access to culture and, on a medium-term basis, prepare the post-war recovery of the Ukrainian cultural sectors.

Special actions: In 2023, the Culture strand of Creative Europe will continue to support the organisation of four yearly **European prizes in the areas of music, literature,**

architecture and cultural heritage in the form of grants. Under Creative Europe, the promotion of the **European Capitals of Culture** (ECOC) will be pursued through the award of the Melina Mercouri Prize to cities designated for the title in year 2024. Finally, in 2023, a new **European Heritage Label** selection will take place by a panel of experts designated for that purpose.

General Objective 6 – A new push for European democracy

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

In 2023, **Youth Participation Activities** support will be available for youth-led local and transnational initiatives run by informal groups of young people and youth organisations. Similarly, through implementing their own **solidarity projects**, young people will be given a chance to express solidarity and engage by taking responsibility and committing themselves to bring positive change in their local community. The projects under both formats will continue to give young people a chance to engage and participate in society. Furthermore, young people experience non-formal learning through which they can boost their personal, educational, social and civic development.

Within the context of the 2022 European Year of Youth, the budget of both the Youth participation activities under Erasmus+ and the **Solidarity Projects** under the European Solidarity Corps were reinforced. In 2023, the high level of funding for the Youth Participation action will be maintained, as part of the follow-up (legacy) of the EYY and as proof of the Commission's commitment to support the engagement of young people.

Traineeships Office

The objective of the traineeship scheme remains to provide university graduates with a valuable working experience within the European Commission. The Traineeships Office has already implemented many of the actions set out in the Blue Book Diversity and Inclusion (D&I) Strategy. Work will continue in 2023.

Part 2. Modernising the administration: main outputs for 2023

The internal control framework⁽¹¹⁾ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

A. Human resource management

In 2023, DG EAC's work on HR will focus on the implementation of the HR strategy, in close collaboration with the internal communication function.

Without any increase in the staffing levels and the high workload as confirmed by the staff opinion survey, the DG EAC HR function will continue a forward-looking planning of staff allocation in line with the establishment plan.

Staff well-being and staff engagement will remain a priority and the results of the staff satisfaction survey 2021 will be addressed in the implementation of the annual HR plan, already started in 2022. Actions address notably the need to reconnect teams after the pandemic, talent, workload and well-being.

DG EAC will continue contributing to the Commission strategy on Diversity and Inclusion, notably by sustaining achievements in gender balance in management positions (target achieved in 2020), and extend it to the executive agencies.

At HR operational level, the HR Correspondent liaises and cooperates with DG HR to ensure the implementation of corporate policies, making sure that DG EAC fully benefits from them (e.g. Female Talent Development Programme, Junior Professional Programme, diversity and inclusion, etc.).

⁽¹¹⁾ [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

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

Main outputs in 2023:

Output	Indicator	Target
Implement the HR Annual Plan, attached to the local HR strategy. The Plan include staff engagement actions to respond to the 2021 Staff opinion survey	Level of implementation	95% of actions fully implemented
Informal coffees with senior management	Number of events	6
Campaign “The face behind the file” to reconnect teams	Number of events	8
Welcome events for newcomers and trainees	Number of events	4
Promotion of corporate career-development opportunities	Number of events	5
Maintain gender balance in management positions	Number of female middle-managers	50%-50%, i.e. 10 out of 20

B. Sound financial management

DG EAC will continue consolidating the simplification measures already introduced and will further automate its internal and external financial management processes. 2023 will also be marked by the introduction of the new accounting system SUMMA in all Commission services, which is expected to be fully operational as from November 2023 in order to allow the first transactions to be booked on the 2024 (anticipated) budget.

Internal:

- Prepare actively for the introduction of SUMMA following the steps and roadmap of DG BUDG for the introduction of the tool (i.e. gap assessment of needs and identification of missing functionalities, design of new financial workflows aligned on corporate tool, training, testing) and proactively looking for solutions for outstanding development of potentially critical issues for DG EAC;
- Explore with the eGrants and eProcurement Steering Board (GPSB) the possibility of using a light version of eGrants to support indirect management via national Agencies and hence solve integration issues with SUMMA.
- further improve financial reporting to provide more detailed statistics and analysis to operational units, monitor level of activity and adjust needed resources more

actively as well as better align and integrate financial reporting within DG BUDG financial performance scorecard;

- develop a service requests and issue tracking system to better plan resources and measure activity in a context of further delegation to the Executive agencies of procedures in direct management, and a knowledge management process to better manage the advice provided by the financial and the procurement and grants sectors to the operational units;

External:

- support the treatment of national agencies transactions (issuance of contribution agreements, analysis of yearly reports, partial clearing) and continued support for the improvement of the national agencies management systems and tools;
- provide guidance on further expansion and effective implementation of simplified cost options (SCO) across all programmes;
- contribute to further improve the revised supervision and control strategy regarding indirect management with views of increased effectiveness and efficiency of the ex-ante and ex post processes;
- supervision of the executive agencies REA and EACEA as well as the EIT will be implemented in line with the memoranda of understanding established in 2021

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

Main outputs in 2023:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains < 2 % of relevant expenditure ⁽¹²⁾
	Estimated risk at closure	remains < 2 % of relevant expenditure
Effective controls: Safeguarded information	Monitoring of data breaches	Minimise data breaches and full compliance with required procedures in case they do occur

⁽¹²⁾ For the Research, industry, space, energy and transport family, it is necessary to make a distinction between Horizon 2020 and Horizon Europe since they have different materiality criteria for the risk at payment (see also Management Plan 2022).

Output	Indicator	Target
Efficient controls	Budget execution and / or timely payments	Remains >95% of payment appropriations
	Time to pay	95% of payments are made on time (respecting legal time limits)
Economy of controls	Overall estimated cost of controls	Remains < 10% of funds managed

C. Fraud risk management

DG EAC will continue the implementation of its Anti-Fraud Strategy and its associated action plan adopted end 2020.

At central level, a revision of the Commission Anti-Fraud Strategy (CAFS) is not planned in 2023, but there will be a revision of the associated Action Plan. This process will start shortly and is expected to be finalised in Q3 2023. In parallel, DG EAC will develop its action points and ensure that they will be in line with the revised CAFS Action Plan. It is expected that this will include issues already identified previously such as reduction of conflict of interest, whistle blower measures, data mining and IT tools, and fraud awareness among National Agencies and final beneficiaries.

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) ⁽¹³⁾ aimed at the prevention, detection and correction ⁽¹⁴⁾ of fraud.

Main outputs in 2023:

Output	Indicator	Target
Implementation of the AFS action plan including leveraging available data analysis to detect potential fraud, raising fraud awareness, and refining management tools to increase effectiveness	Completion of anti-fraud strategy actions and regular reporting to senior management	100% implementation

⁽¹³⁾ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

⁽¹⁴⁾ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

Output	Indicator	Target
Revised action plan in line with the revised CAFS action plan, taking DG EAC specificities into account.	Update of Action Plan in line with the revised Anti-Fraud Strategy, to be completed in 2023 and aligned with Commission Anti-Fraud Strategy (CAFS)	100% implementation

D. Digital transformation and information management

Digital transformation

The key goal for 2023 is to fully support the implementation of the Erasmus+, European Solidarity Corps, and Creative Europe programmes for the Call years 2021, 2022, 2023, and 2024. EAC will therefore complete and improve the various **IT modules of DG EAC's IT Landscape** which enable the indirect grant management activities of the new MFF. This concerns in particular the beneficiary module (BM) managing the mobility flows and reporting for all Erasmus+ and European Solidarity Corps mobilities. The objective in 2023 is to increase the user satisfaction by offering a well-functioning, integrated and performing application after a challenging start.

As of 2023, the **Traineeship Office** will also be able to rely on a fully modernised platform to recruit and manage the trainees of the European Commission. After the migration out of the ColdFusion technology, the new STAGES platform is based on a SaaS (Software as a Service) solution for interacting with the trainees while non-standard functionalities are implemented in Java/Angular.

DG EAC is therefore fully embracing the **Dual Pillar Approach "Reuse, Buy, Build"**. Indeed, both IMT system (Issue Management Tool) and STAGES are based on SaaS solutions. In addition, all the development activities exploit the Reusable Solution Platform. The EAC Architecture Office is heavily promoting the use EU Access/EU Login and Secunda+ for user management services, Compass Corporate for workflow, Hermes Repository Services for document management, etc. During 2023, DG EAC will also explore the use new services such as electronic Signature for the automatic creation of grant award contracts.

DG EAC will therefore continue following the **Digital Solutions Modernisation Plan**, along the lines of the 11 principles (agility, user centricity, interoperability, privacy and security etc.) of the Digital Strategy.

In 2023, DG EAC will also transition identified services of the current IMT system (Issue Management Tool) to ServiceNow, a SaaS (Software as a Service) solution. IMT is used by DG EAC / EACEA staff, DG DIGIT staff, National Agency staff, National Authority staff and external contractors of the DG. Services which are not in scope of this transition will be phased out. A Proof of Concept for the NA Content Helpdesk (NACO) is envisaged for Q3 2023 and phasing out of IMT by end-2023/January 2024. This activity both allow EAC to be fully aligned with the new ticketing standard of the Commission (i.e. ServiceNow) and avoid a serious increase of license & maintenance costs.

In line with EAC IT governance practices, DG EAC will also in 2023 regularly update the IT Portfolio management systems (GovIS) in terms of business/technical capacity data, IT security/Data Protection, investments of already established IS systems, new IT projects, etc.

Information and IT security rules

A top priority for DG EAC in 2023 is improving its IT security maturity. For this, an action plan was drawn up and communicated to DIGIT/S indicating the specific steps and planned outcomes by end-2023. Part of this plan are the IT security risk management, IT security compliance and the use of EU Login/Multi-Factor Authentication. For the topics:

- **IT Security risk management:** DG EAC owns currently 21 IT systems and this exercise has been completed. For 6 IT systems DG EAC will request an exception as they are legacy systems, which will be decommissioned soon. One IT system is managed directly by DIGIT. In 2023, IT security risk mitigation measures in accordance to the IT Security Plan will be implemented for all EAC IT Landscape related IT Modules (8).
- **IT Security compliancy:** DG EAC has fully engaged in this exercise for its 21 IT Systems. For 19 IT Systems, all relevant Information has already been encoded in the Governance, Risk and Compliance (GRC) tool (status Dec. 2022). DIGIT/S agreed to exempt 4 IT systems (legacy or other) from this exercise. In 2023, the results of this exercise will be analysed together with DIGIT to set-up a plan for implementation of necessary IT security measures.
- **The use of EU Login and Multi-Factor Authentication (MFA):** DG EAC has completed and encoded all relevant information in GRC for all IT Systems in DG EAC. For the 6 IT systems which handle sensitive non-classified (SNC) for which Multi-factor Authentication (MFA) is mandatory there is one IT system which is developed and managed directly by DIGIT, 4 (EPlusLink, MT+, OEET STAGE legacy) IT systems are legacy systems and will be decommissioned by Q1 2023 (1 (STAGE legacy) out of 4) and the other three by 2024 -2026. These have already been replaced by new IT Modules supporting the new MFF and DG EAC requested an exemption to implement MFA for these from DIGIT/S.

The **IT Security Plan** for DG EAC's new IT Landscape related IT systems (8) was created in line with the EC IT Security Risk Management Methodology (ITSRM²) and approved (May 2021). Out of the 51 identified IT security measures, 20 measures (39%) have already been implemented by EAC or at the level of corporate systems, 21 measures (41%) are planned to finish in 2023, the latest. The other 10 measures (20%) that are not yet implemented yet are planned for 2023 (e.g. Audit mechanisms) and 2024 (e.g. Cryptographic Protection). An update of the 2021 approved EAC IT Landscape related IT Security Plan had been approved by the 2nd highest Governance body of DG EAC (Directors Steering Committee) on 19/05/2022. The rhythm of updates (every 2 years) is DG EAC's target, pending sufficient resources.

In addition to this, it is planned to create with the support of DIGIT, a dedicated IT Security Plan for the Organisation Management Module (ORS). ORS belongs to the EAC IT Landscape.

DG EAC will increase awareness on cybersecurity across the DG, by utilising the offerings made by DIGIT S to achieve this goal.

According to the DG EAC IT strategy 2022–2027, an IT security capability will be built within the architecture office in EAC.R.4 to ensure best practises in secure development, awareness raising among IT professionals and IT project stakeholders in EAC, and overall compliance of the IT portfolio with corporate regulatory frameworks.

Data, information and knowledge management

As regards data, the Data Management Committee will further ensure high-quality data and metadata, based on the revised EAC data inventory and glossary, providing assurance for key performance indicators for all EAC programmes. An analysis will be performed in 2023 to study the possibility to align further DG EAC internal approach with the Commission Data Strategy to ensure DG EAC reaps the full benefits of modernised data analytics, as well as DG EAC's high-level alignment of outcomes with corporate data principles.

As regards knowledge management, DG EAC will carry out a phased transition of SharePoint on Premises libraries to M365, including migration of the intranet. This will be aligned with the corporate approach based on the experience gained by DG EAC using collaborative sites and making maximal use of Teams to maximise user autonomy.

Data protection

DG EAC will continue the implementation of the Commission's Data Protection Action Plan (C(2018) 7432 final). In particular, different awareness raising activities will be organised: meetings of data protection network, coffee meetings, intranet publications, data protection quizzes. DG EAC will ensure compliance with obligations concerning record keeping: new records will be created for the new processing activities (where it will not be possible to use corporate decentralised records couldn't been used) and the existent records will be updated, when necessary. The inventory of agreements with external processors (contracts with service providers and contribution agreements with National Agencies) will be updated regularly. An updated procedure for data subject rights will be used following recent guidance received from the Data Protection Officer (DPO) and sufficient resources will be allocated for DG EAC's compliance with data protection obligations.

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

Main outputs in 2023:

Output	Indicator	Target
Implementation of the corporate principles for data governance for DG EAC's key data assets ⁽¹⁵⁾	Percentage of implementation of the corporate principles for data governance for [DG EAC's] key data assets	Interim milestone by 2023: 65%
Analysis of the impact of the alignment of the EC data strategy with DG EAC local approach.	Study to be delivered	100%
Enhancing staff skills and competences for effective use of data, information, and knowledge, particularly related to the Data Management activities including reporting.	Series of webinars to staff to present available reporting tools with a view to improving data literacy in DG EAC.	4 webinars
List of key actions on information management and data protection	Completion of actions regarding new information systems and identification and adoption of appropriate transfer tool for activities outside the EU-EEA	DG EAC has submitted to the European Data Protection Supervisor (EDPS) for approval ad hoc contractual clauses serving as transfer tool for processing of personal data outside EU-EEA (Serbia, Turkey, North Macedonia). Comments from EDPS are expected in the first half of 2023 and once validated will be immediately included in the contributions agreements signed by DG EAC with NAs in those countries.
Delivery of digital solutions in alignment with EC Digital Strategy principles	Degree of implementation of the digital solutions modernisation plan: (1) EAC IT Landscape (2) Traineeship Office System	(1) EAC IT Landscape (70%) (2) Traineeship Office System (60%)

⁽¹⁵⁾ For each key data asset, services should assess if the following principles have been respected (see also this [practical guidance](#)):

Identify and designate the data owner and the data steward(s).

Instruct their data stewards to share the metadata of their data assets in the Commission's data catalogue and to keep them up to date.

Design and document processes for data collection/creation, acquisition, access, sharing, use, processing preservation, deletion, quality, protection, and security. Information concerning these processes should be made available to anyone interested, as long as any confidentiality restrictions are respected.

Make any necessary changes and updates to the IT systems used for storing, managing, and disseminating these data assets to implement the aforementioned requirements and processes.

Output	Indicator	Target
Raising staff awareness activities in the field of data protection	Number of awareness raising activities (meetings of data protection network, coffee meetings, intranet publications, data protection quizzes)	2 meetings 10 publications 100% of newcomers to receive awareness training 100 % of DG EAC staff (EAC Data Protection (DP) correspondents have the obligation to share the content of the information received during the meetings of the DP network or coffee meetings with all the staff in their units)
Implementation of data rules/policies decisions from the Data Management Committee	Number of meetings of the data management committee	4 meetings planned in 2023
Updated IT Security Plans using DIGIT corporate service.	% of IT security plans updated every 2 years	80%

E. Sound environmental management

In 2023, DG EAC will continue to follow a series of actions and initiatives in order to reduce the environmental footprint of its service. The main action concerns the digitalisation of our way of working and communicating.

DG EAC will participate in the end of the year energy saving action, by closing its offices during the Christmas and New Year's holiday period.

Also, staff awareness actions to **reduce energy and water use** in the framework of EMAS corporate campaigns and/or awareness actions about DG/service's total energy consumption in collaboration with OIB/OIL will be followed.

Moreover, EAC will continue informing all staff about bike parking facilities and the other eco-friendly options instead of using personal vehicles.

<p>Objective: DG EAC takes account of its environmental impact in their actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support their respective EMAS Correspondents/EMAS Site Coordinators.</p>		
<p>Main outputs in 2023:</p>		
<p>I. More efficient use of resources (energy, water, paper):</p>		
Output	Indicator	Target (2019 as baseline, as appropriate)
<p>Priority action to support the Greening the Commission Communication and action plan</p>		
Participation in corporate energy saving actions, by closing down DG/service's buildings during the Christmas and New Year's / summer holiday period, and/or optimisation of the temperature in EC buildings.	Number of DG/service's buildings participating in: <ul style="list-style-type: none"> - end of year energy saving action - summer energy saving action - optimisation of comfort hours and/or comfort temperature 	<ul style="list-style-type: none"> - 80 % of DG EAC offices participating -80 % of DG EAC offices participating - Minimum temperature 19 Celsius (decreased 2 degrees since 2021)
<p>Other recommended actions</p>		
<ul style="list-style-type: none"> • Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns and/or awareness actions about DG/service's total energy consumption in collaboration with 	Number of actions related to <ul style="list-style-type: none"> • Energy consumption • Water consumption 	<ul style="list-style-type: none"> • 2 actions
	Number of new actions introduced in relation to paperless working methods	<ul style="list-style-type: none"> • 1 action

Output	Indicator	Target (2019 as baseline, as appropriate)
Priority action to support the Greening the Commission Communication and action plan		
<p>OIB/OIL (⁽¹⁶⁾) where appropriate.</p> <ul style="list-style-type: none"> Staff awareness actions to reduce water use (for example ensuring that staff use the technical services hotline (⁽¹⁷⁾) to report leaks) in the framework of EMAS corporate campaigns and/or awareness raising actions about DG/service’s water consumption in collaboration with OIB/OIL where appropriate. Paperless working methods at DG level (such as paperless working: e-signatories, financial circuits, collaborative working tools) and staff awareness actions to reduce office paper use in the framework of EMAS corporate campaigns and/or raise awareness about DG/service’s office paper use in collaboration with OIB/OIL where appropriate. 	<p>Number of articles published on EAC Intranet related to</p> <ul style="list-style-type: none"> Energy consumption Water consumption Paperless working methods 	<ul style="list-style-type: none"> 2 2 1

(16) See OIB – Environmental Building Performances for Brussels and OIL- Environmental Building Profiles for Luxembourg.

(17) For example, for Brussels: Email: OIB-55555@ec.europa.eu and Tel: 55555 and for Luxembourg: Email: OIL-DISPATCHING-CENTRAL@ec.europa.eu and Tel: 32220.

II. Reducing CO₂, equivalent CO₂ and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Priority action to support the Greening the Commission Communication and action plan		
Analysis of DG/service's missions trends / patterns (based on corporate EC-staff's and experts' professional trips (missions ⁽¹⁸⁾), optimise and gradually reduce CO ₂ emissions (e.g. by reducing the number of participants in the same mission, promoting more sustainable travelling options, promoting videoconferencing/ virtual events as an alternative).	Signed the EC DG/service Travel Pledge	Yes
Other recommended actions		
Staff awareness actions on reducing GHG emissions (such as actions on sustainable commuting during EU Mobility week and VeloWalk corporate events) and/or raise staff awareness on sustainable commuting in collaboration with OIB or OIL (e.g. availability of bike parking facilities, lockers and showers, promote the reduction of parking spaces' use amongst staff).	Number of articles published on EAC Intranet	2
	% of sustainable commuters (⁽¹⁹⁾) at DG/service*	Increase 10% (⁽²⁰⁾)
Staff awareness actions on digital pollution and gradual change of behaviours avoiding heavy emails, encouraging the use of ICT platforms, avoiding unnecessary storage of data.	Number of actions introduced	1

⁽¹⁸⁾ Data provided by PMO/MiPs.

⁽¹⁹⁾ Sustainable commuting usually refers to environmentally friendly travel modes, such as: public transport (bus, tram, subway, light rail), walking, cycling, and carpooling.

⁽²⁰⁾ Based on the results of the corporate staff mobility survey conducted by HR.A.4 during 2022.

III. Reducing and management of waste

Output	Indicator	Target (2019 as baseline)
Priority action to support the Greening the Commission Communication and action plan		
Implementation of the EC Guidelines for sustainable meetings and events, e.g. sustainable catering, reduce/eliminate single-use plastics, gadgets/gifts.	% of green events	70%
Other recommended actions		
Staff awareness actions about waste reduction and sorting in the framework of EMAS corporate campaigns and/or staff awareness actions about DG/service's waste generation in collaboration with OIB/OIL where appropriate (for example, promote and label the waste sorting schemes in place).	Number of articles published on EAC Intranet	2

IV. Promoting green public procurement (GPP)

Output	Indicator	Target (2019 as baseline)
Priority action in line with the Greening the Commission Communication and action plan		
Gradual introduction of GPP criteria in contracts and starting to monitor the process ⁽²¹⁾ .	Increase in % of contracts with "green" provisions	10%
Other recommended actions		
Staff awareness actions on the promotion of "green items" among EC office supplies' catalogue (for example, introduce a DG-specific office supplies' catalogue, including only 100% "green items").	Number of actions	1
	% of staff informed/participated	10% of staff informed/participated (Secretaries responsible for the order of supplies)

⁽²¹⁾ For information, technical support is provided by the Interinstitutional GPP Helpdesk. See also GPP webpage on MY IC for EU reference/guidelines by DG ENV and the Vade-mecum on Public Procurement by DG BUDG.

Initiatives to improve economy and efficiency of financial and non-financial activities

As regards financial activities, efficiency gains DG EAC delegated a number of activities to EACEA in 2021 and 2022 which will enable to focus on the DG's core activities and streamline their financial management. This will be achieved by further automation of processes, enhanced reporting, regular updates of planning of procedures and financial transactions, simplification of financial circuits (2022), alignment to corporate methodologies (for example for the financial capacity check) and update of internal guidance and workflows with organisation of training sessions for operational units if need be. A Guidance and sharing of best practice on how to optimise the impact of new approaches will be a priority activity in 2023 as well. The legal sector will continue to provide support to the economy and efficiency through non-financial activities in DG EAC's policy areas. Advanced analytical capabilities will be deployed by the reporting unit to monitor and track budget performance, including on cross-cutting policy priorities, as well as to report on achievement of targets and results in a consistently reliable and transparent way. To this end, DG EAC will reinforce data governance for performance data and intensify the efforts already deployed in delivering accountability of funding programmes through enhanced internal and external performance reporting. In addition, analytical tools deployed to National Agencies will be refined to improve further the effectiveness in addressing risks of double funding and meet the highest standards of budgetary and financial management.

The mid-term evaluations of DG EAC's programmes to be elaborated starting in 2023 present an opportunity to assess the effectiveness and efficiency of the programme, and gather the relevant data needed to enable appropriate programme modifications over the remaining programme period. Due to the long-term nature of the planning cycle, For Erasmus+ in particular, DG EAC will need to be proactive in identifying potential issues in terms of its intervention logic and ability to obtain value for money from its increased budget. In 2023, major efforts will also be dedicated to the efficient and effective introduction implementation of SUMMA at DG level and to align the internal workflows to the requirements of the tool to the extent possible, without having major impact on external business partners. This might entail also further integration with other corporate tools already in place or to be developed. In this regard, significant effort will be dedicated to adapt DG EAC's integrated reporting platform and avoid disruptions in DG EAC's ability to track budget performance across funding programmes and implementation modes.

ANNEX: Performance tables

General objective: 1 – A European Green Deal

Specific objective: 1.1: Promote behavioural changes and support education towards a sustainable economy

Related to spending programme(s): Erasmus+; European Solidarity Corps; Creative Europe; Marie Skłodowska-Curie Actions

Main outputs in 2023:

Other important outputs

Erasmus+

Output	Indicator	Target	Unit
The share of activities addressing climate objectives under key action 1	The share of activities addressing climate objectives under key action 1 of the Education and Training strand	15%	B4
	The share of activities addressing climate objectives under key action 1 of the Youth strand	16%	B4
	The share of activities addressing climate objectives under key action 1 of the Sport strand	15%	B4
The share of activities addressing climate objectives under key action 2	The share of projects addressing climate objectives under key action 2 of the Education and Training strand	15%	B4
	The share of projects addressing climate objectives under key action 2 of the Youth strand	17%	B4
	Share of projects addressing climate objectives under key action 2 of the Sport strand	15%	B4

European Solidarity Corps

Output	Indicator	Target	Unit
The share of activities that address climate objectives	The share of activities that address climate objectives	12%	B3

Creative Europe

Output	Indicator	Target	Unit
The share of activities that address climate objectives	The share of activities that address climate objectives	15%	D2

Marie Skłodowska-Curie Actions

Output	Indicator	Target	Unit
MSCA European Researchers' Night	Number of participants - MSCA European Researchers' Night	1.3 million	C2

General objective: 2 - Europe fit for the digital age

Specific objective: 2.1: Promote the development of a high-performing digital education ecosystem in Europe

Related to spending programme(s): Erasmus+ (Digital Education Action Plan)

Main outputs in 2023:

New policy initiatives

Output	Indicator	Target	Unit
Proposal for a Council Recommendation on enabling factors for successful digital education	Adoption of a proposal for a Council Recommendation by the College	Q2 2023	C4
European Exchange Platform	Launch and development as a community of practice within the European Digital Education Hub	Q2 2023	C4
Ethical Guidelines on the use of AI and data in teaching and learning for educators Guidelines for teachers and educators on tackling disinformation and promoting digital literacy through education and training	Ongoing dissemination and outreach	Throughout 2023	C4

Studies, evaluations and fitness checks

Output	Indicator	Target	Unit
Study on the discoverability of diverse European cultural and linguistic content in the digital environment	Launch of the study	Q4 2023	D1
Study on digital well-being	Launch of study	Q2 2023	C4

Specific objective: 2.2: Enhance digital skills and competences for the digital transformation for all

Related to spending programme(s): Erasmus+ (Digital Education Action Plan);

Main outputs in 2023:

Initiatives linked to regulatory simplification and burden reduction

Output	Indicator	Target	Unit
Proposal for a Council Recommendation on improving the provision of digital skills in education and training	Adoption of a proposal for a Council Recommendation by the College	Q2 2023	C4
European Digital Education Hub	3 Community face-to-face events	Q4 2023	C4
EdTech Sector	Organisation of 2 roundtable discussions in 2023	Q4 2023	C4
Girls Go Circular	To be expanded to 8 additional Member States and reach 10 000 girls	Q4 2023	C4

Evaluations and fitness checks

Output	Indicator	Target	Unit
Learning for sustainability and digital education: tensions, challenges and opportunities	Study	Q4 2023	B2

Other important outputs

Erasmus+

Output	Indicator	Target	Unit
Digital Opportunity Traineeship	Number of participants - DOT	8 000	B1, B4, C4
Girls ESTEAM Fests	Organisation of 2 girls ESTEAM Fests	Q4 2023	C.4
Digital SALTO Resource Centre	Ongoing development and launch	Q4 2023	B4, C4

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

Related to spending programme(s): Horizon Europe - Marie Skłodowska-Curie Actions

Main outputs in 2023:

External communication actions

Output	Indicator	Target	Unit
MSCA Presidency Conference (hybrid event onsite/online)	Number of participants onsite	150	C2
Falling Walls Lab MSCA	Number of attendants	500	C2
Science is Wonderful!	Number of visitors	4 000	C2

Other important outputs

Output	Indicator	Target	Unit
Effective implementation	Cross-sector and cross-country circulation of researchers (MSCA) - Researchers	65 000 researchers cumulative 2021-2027	C2
	Cross-sector and cross-country circulation of researchers (MSCA) - Ph.D.	25 000 PhD candidates cumulative 2021-2027	C2
Non-academic participation in MSCA	Share of non-academic organisations in Postdoctoral Fellowships, Doctoral Networks, Staff Exchanges and COFUND closed calls	50%	C2

Specific objective: 2.4: As part of Horizon Europe, the EIT will further foster the integration of education, research and business strengthen innovation ecosystems that help to tackle global challenges and deliver concrete solutions aimed at mitigating the effects of the crisis and contributing to the recovery.

Related to spending programme(s): Horizon Europe – The European Institute of Innovation and Technology

Main outputs in 2023:

Other important outputs

Output	Indicator	Target	Unit
2024-2026 EIT Single Programming Document (SPD)	Adoption of the Commission Opinion	Q2 2023	C1
Effective implementation	Budget execution	97% Q1, Q2, Q3, Q4 2023	C1
	Timely implementation of the 2023 Annual Work Programme	100% activities 2023 programming Q1, Q2, Q3, Q4 2023	
2022 discharge process	Acceptance of 2022 discharge	Q4 2023	C1
Organisation of NCP meetings	Number of meetings	2 meetings Q1, Q2, Q3, Q4 2023	C1
Monitoring activities performed by DG EAC at management level	Number of monitoring activities, including participation in the EIT body and advisory groups and formal regular meetings at management level (GB, ExCo, Rapporteur visits, AuditCo, EIT KIC Forum, MSRG)	24 activities Q1, Q2, Q3, Q4 2023	C1
Reporting of the EIT on the implementation of the Commission' s opinions on the SPD	Implementation of the Commission recommendations on the SPD	1 report Q2 2023	C1
Political guidance to the EIT	Political guidance on FS, outreach etc.	Q1, Q2, Q3, Q4 2023	C1
Execution of financial transactions	Timely implementation	100% Q1, Q2, Q3, Q4 2023	C1

General objective: 3 – An economy that works for people

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

Related to spending programme(s): European Semester

Main outputs in 2023:

New policy initiatives

Output	Indicator	Target	Unit
European Semester Spring Package, including 27 country reports and country-specific recommendations.	27 annexes on education and training for the Country reports	Q2 2023	A2

Enforcement actions

Output	Indicator	Target	Unit
Contribution to the assessment of milestones and targets in the implementation of the Recovery and Resilience Plans and linked to education	90 milestones reported completed by Member States and assessed by COM with contribution from DG EAC (the target is based on the timeline outlined in the Council Implementing Decisions; actual number may differ depending on progress in implementation in Member States)	Contribution to the assessment of all milestones (100%)	A2

General objective: 4 – A stronger Europe in the world

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

Related to spending programme(s): Erasmus+; European Solidarity Corps; Creative Europe; Marie Skłodowska-Curie Actions

Main outputs in 2023:

Other important outputs

Erasmus+ International			
Output	Indicator	Target	Unit
Higher Education	N° of international Student and Staff Mobility	40 000 (H2) 46 100 (H6)	B1, C3
	N° of international students in Erasmus Mundus Joint Masters (EMJM)	2 700	C3
	N° of international HEIs consortia in EMJM	29 ⁽²²⁾	C3
	N° of Erasmus Mundus Design Measures (EMDM) projects	55	C3
	N° of capacity building in Higher Education projects	170	C3
Jean Monnet activities	N° of actions supported in Higher Education	300	A1
	N° of actions ⁽²³⁾ other level of education and training	40	A1
	N° of actions supported in policy debate	5	A1
Erasmus+ Virtual Exchanges	N° of Erasmus+ Virtual Exchanges projects	11	C3
	N° of participants in Erasmus+ Virtual Exchanges projects	31 500	C3
Vocational Education & Training	N° of capacity building in VET projects	76	C3, B2
Erasmus+ Youth			
Output	Indicator	Target	Unit
Youth	N° of capacity building in youth projects	35	C3

⁽²²⁾ Counted as projects


⁽²³⁾ Counted as beneficiaries

Erasmus+ Sport			
Output	Indicator	Target	Unit
Sport	N° of capacity building in sport projects	4	D3
Participation of the Eastern Partnership countries in the European Week of Sport	Number of countries taking part in the European Week of Sport	5	D3
European Solidarity Corps			
Output	Indicator	Target	Unit
Effective implementation of the European Solidarity Corps 2023 Annual Work programme	The degree of satisfaction of volunteers deployed in the humanitarian aid field and of participating organisations with regard to the effective humanitarian contribution of the activities on the ground	50%	B3
	The number of activities in third countries that contribute to strengthening local actors and local communities and complementing volunteering under the European Voluntary Humanitarian Aid Corps	60	B3
Creative Europe			
Output	Indicator	Target	Unit
Effective implementation of the Creative Europe 2023 Annual Work programme (Culture Strand)	The number and scale of transnational partnerships created with the support of the programme, including the country of origin of the beneficiary organisations	Partnerships: 215+ 5 for special call Ukraine Organisations 2 380	
	Qualitative evidence of success stories in the artistic, business and technological innovation fields due to programme support	20	D2
	The number and scale of transnational partnerships created with the support of the programme	Partnerships: 215+ 5 for special call Ukraine Organisations 846	D2

	The number of projects supported by the programme involving organisations from third countries ⁽²⁴⁾	63	D2
Output	Indicator	Target	Unit
Effective implementation of the Creative Europe 2023 Annual Work programme (MEDIA Strand)	The number and scale of transnational partnerships formed (composite indicator for the 'creative innovation lab' action and cross-cutting actions that support the news media sector)	16	D2

⁽²⁴⁾ This indicator should measure participation of third country organisations in the cooperation projects. Third countries here means: participating and non-participating countries.

General objective: 5 – Promoting our European way of life**Specific objective: 5.1: Make the European Education Area a reality, removing barriers to learning, improving access to quality education and making it easier for learners to move between countries***Related to spending programme(s): Erasmus+ (European Education Area)***Main outputs in 2023:****New policy initiatives**

Output	Indicator	Target	Unit
Proposal for a Council Recommendation on learning mobility 	Adoption by College	Q3 2023	B4
A European framework for attractive and sustainable careers in higher education	Adoption of a proposal for a Council Recommendation	Q4 2023	B1

Public consultations

Output	Indicator	Target	Unit
EEA Midterm Review dedicated event (October 2023 – tbc)	Number of onsite participants	120	A1
	Report capturing main take-aways of midterm review related discussions	1 (to be published by Q1 2024)	A1

External communication actions

Output	Indicator	Target	Unit
European Education Summit	Number of attendees	200 offline, 320 000 online	A1
EEA Portal	Number of visits Nr of page reviews	1 600 000 3 000 000	A3

Evaluations

Output	Indicator	Target	Unit
Evaluation of the European Education Area	Launched	Q2 2023	A1

Other important outputs

Output	Indicator	Target	Unit
Education for Climate Coalition	Number of active community challenges to be presented at the 3rd Education for Climate Days	15	A1

Output	Indicator	Target	Unit
Learning Lab on Investing in Quality Education and Training	Number of training courses	6	A1
	Community of Practices	1	
	Number of analytical reports	3	
	Number of education policy evaluations (launched/not finalised)	1	
Education and training			
Output	Indicator	Target	Unit
Education and Training Monitor	Publication 2023	Q4 2023	A4, A2
	Webpage visits during 4 months after the launch date	>15 000	A4, A2, A3
Higher Education			
Output	Indicator	Target	Unit
European Universities	Number of European Universities supported under Erasmus+	48	B1
European Universities Alliances	Number of Higher Education Institutions involved in European Universities Alliances	>370	B1
European Student Card Initiative: Erasmus Without Paper Network	Number of higher education institutions using the Erasmus Without Paper Network	2 500	B1
European Student Card Initiative: Co-branding students cards with the European Student Card elements	Number of European Student Cards produced by higher education institutions/student card issuers	2 million	B1
European Student Card Initiative: Erasmus+ Mobile App	Number of times the Erasmus+ Mobile App has been downloaded	210 000	B1
School Education			
Output	Indicator	Target	Unit
Commission Expert Group on supportive learning environments and well-being at school	Set-up of experts group	Q1 2023	B2
EEA Working Group on School, Pathways to School Success Strand	Publication of final report on blended learning approaches and of final report on blended learning (Q1) and on approaches to formative and summative assessment of competences (Q3)	2 reports, Q1 and Q3 2023	B2
Early childhood education and care system (ECEC)			
Output	Indicator	Target	Unit
EEA Working group on ECEC	2 interim reports	Q3 2023	B2

Output	Indicator	Target	Unit
Learning Lab on Investing in Quality Education and Training	Number of training courses	6	A1
	Community of Practices	1	
	Number of analytical reports	3	
	Number of education policy evaluations (launched/not finalised)	1	
	1 final report	Q4 2023	B2

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

Related to spending programme(s): Erasmus+ (Education and Training)

Main outputs in 2023:

Evaluations and fitness checks

Output	Indicator	Target	Unit
Erasmus+ Final evaluation 2014-2020 and interim evaluation 2021-2027	Launch of public consultation	Q2 2023	B4

Enforcement actions

Output	Indicator	Target	Unit
Erasmus+ 2023 Annual work programme review	Adoption of implementing act	Q1 2023	R2/B4
Erasmus+ 2024 Annual work programme	Adoption of implementing act	Q3 2023	R2/B4
Programme guide and general call 2024	Publication of general call	Q4 2023	B4
Erasmus+ Monitoring and Evaluation Framework	Adoption of the delegated act	Q3 2023	B4

External communication actions

Output	Indicator	Target	Unit
Erasmus+ Annual report 2022	Number of report downloads from the OP website	2 000	R2

Other important outputs

Output	Indicator	Target	Unit
Effective implementation	N° of contribution agreements with National Agencies (NAs)	55	B4

Output	Indicator	Target	Unit
Key Action 1 Learning mobility (Participant types)	HE learners	400 000	B1
	VET learners	180 000	B2
	School learners	132 000	B2
	Adult learners	13 500	B2
	HE staff	62 000	B1
	VET staff	33 000	B2
	School staff	65 000	B2
	Adult staff	36 000	B2
	Number of participants in virtual learning activities under key action 1 of the Education and Training strand	31 500	B4
Output	Indicator	Target	Unit
Key Action 1 Learning mobility (Participant types)	Number of organisations and institutions taking part in the programme for the Education and training strand	53 000	B4
Key Action 1 Learning mobility (Inclusion)	HE fewer opportunities	37 000	B4
	VET fewer opportunities	18 000	B4
	School fewer opportunities	16 000	B4
	Adult fewer opportunities	12 150	B4
Key Action 1 Learning mobility (Inclusion)	Number of newcomer organisations and institutions taking part in the programme	5 300	B4
Key Action 1 Learning mobility (Qualitative)	Percentage of Erasmus+ participants in long-term mobility declaring that they have increased their language skills	HE: 75% VET:75%	B4
	Share of participants that consider they have benefited from their participation in learning mobility activities under key action 1 of the Education and Training strand	95%	B4
	Share of participants that consider they have an increased European sense of belonging after participation in activities under key action 1 of the Education and Training strand	64%	B4
Key Action 2	Centres of Vocational Excellence	13	B2
	Erasmus Teacher Academies	0	B2
	Innovative Teaching Award	1	B2
	Partnerships for Innovation Alliances	33	C1

Output	Indicator	Target	Unit
Key Action 2	Number of small-scale partnerships supported under key action 2 of the Education and Training strand	1 200	B4
	Number of users of virtual cooperation platforms supported under key action 2 of the Education and Training strand	European School Education Platform (excl. eTwinning thereon): 143 000	B2
		EPALE: 170 000	B2
		eTwinning (on European School Education Platform): 1 260 000	B2
Key Action 2	Number of organisations and institutions taking part in the programme for the Education and training strand	16 000	B4
	Number of newcomer organisations and institutions taking part in the programme	1 100	B4
	Share of organisations and institutions that consider they have developed high-quality practices as a result of their participation	67%	B4
Key Action 3	Number of organisations and institutions taking part in the programme for the Education and training strand	2 100	B4
Education and Training strand	The share of organisations and institutions that consider that the procedures for taking part in the programme are proportionate and simple for the Education and Training strand	61%	B4

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

Related to spending programme(s): Erasmus+ (Youth)

Main outputs in 2023:

Evaluations and fitness checks

Output	Indicator	Target	Unit
Evaluation EU Youth Strategy 2019-2027	Completed	Q4 2023	B3
Study on ‘Opportunities for young people living in rural areas in the EU in terms of non-formal learning, active citizenship and participation’.	Completed	Q4 2023	B3

External communication actions

Output	Indicator	Target	Unit
Implementation Report of the 2022 European Year of Youth	Completed	Q4 2023	B3

Other important outputs

Output	Indicator	Target	Unit
Key Action 1 Learning mobility (Participant types)	Number of participants in learning mobility activities in the Youth strand of the programme	160 000	B3
Key Action 1 Learning mobility (Participant types)	The number of participants in virtual learning activities under key action 1 of the Youth strand	9 000	B3
	The number of organisations and institutions taking part in the programme for Youth activities	17 000	B3
Key Action 1 Learning mobility (Inclusion)	The number of people with fewer opportunities taking part in activities under key action 1 of the Youth strand	35 000	B3
	The number of newcomer organisations and institutions taking part in the programme	2 200	B3
Key Action 1 Learning mobility (Qualitative)	The share of participants that consider they have benefited from their participation in learning mobility activities under key action 1 of the Youth strand	91%	B3

Output	Indicator	Target	Unit
Key Action 1 Learning mobility (Qualitative)	The share of participants that consider that they have an increased European sense of belonging after participation in activities under key action 1 of the Youth Strand	60%	B3
Key Action 2	Number of small-scale partnerships supported under key action 2 of the Youth strand	Cooperation: 400	B3
		Small scale partnerships: 500	B3
	The number of organisations and institutions taking part in the programme for Youth activities	4 500	B3
	The number of newcomer organisations and institutions taking part in the programme	1 900	B3
	The number of users of virtual cooperation platforms supported	500 000	B3
Key Action 2	The share of organisations and institutions that consider they have developed high-quality practices as a result of their participation	67%	B3
Key Action 3	The number of organisations and institutions taking part in the programme for Youth activities	95	B3
Erasmus+ Youth	The share of organisations and institutions that consider that the procedures for taking part in the programme are proportionate and simple for the Youth strand	62%	B3

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

Related to spending programme(s): European Solidarity Corps

Main outputs in 2023:

Evaluations and fitness checks

Output	Indicator	Target	Unit
European Solidarity Corps Final evaluation 2018-2020 and interim evaluation 2021-2027	Launch of public consultation	Q2 2023	B3

Other important outputs

Output	Indicator	Target	Unit
Engagement in solidarity activities	Participants in volunteering solidarity activities	15 200	B3
	Participants in Solidarity Projects	9 100	B3
	Participants in humanitarian aid related solidarity activities	550	B3
Promoting social inclusion and equal opportunities	The share of participants with fewer opportunities	30%	B3
	The number of participants who are young people with fewer opportunities	4 600	B3
Effective implementation of the European Solidarity Corps 2022 Annual Work programme	The number of organisations holding a quality label	3 000	B3
	The share of participants reporting positive learning outcomes	90%	B3
Effective implementation of the European Solidarity Corps 2022 Annual Work programme	The share of participants whose learning outcomes have been documented through a Union transparency and recognition tool such as Youthpass, Europass or a national tool	80%	B3
	The overall satisfaction rate of participants with regard to the quality of activities	90%	B3

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

Related to spending programme(s): Erasmus+ Sport

Main outputs in 2023:

External communication actions

Output	Indicator	Target	Unit
9th European Week of Sport	Number of participants	10 million	D3

Other important outputs

Output	Indicator	Target	Unit
Key Action 1 (Participant types)	Number of participants in learning mobility activities in the Sport strand of the programme	2 500	D3
	Number of participants in virtual learning activities under key action 1 of the Sport strand	100	D3
Key Action 1 (Inclusion)	Number of people with fewer opportunities taking part in activities under key action 1 of the Sport strand	250	D3
	Number of newcomer organisations and institutions taking part in the programme under key actions 1 of the Sport strand	500	D3
Key Action 1 (Qualitative)	Share of participants that consider they have benefited from their participation in learning mobility activities under key action 1 of the Sport strand	75%	D3
	Share of participants that consider they have an increased European sense of belonging after participation in activities under key action 1 of the Sport strand	55%	D3
Key Action 2	Number of organisations and institutions taking part in the programme for the Sport strand	900	D3
	Number of small-scale partnerships supported under key action 2 of the Sport strand	175	D3
	Number of newcomer organisations and institutions taking part in the programme under key action 2 of the Sport strand	165	D3

Output	Indicator	Target	Unit
Key Action 2	N° of cross-border projects to enhance social inclusion	60	D3
	N° of cross-border projects promoting healthy lifestyles	60	D3
	Share of organisations and institutions that consider they have developed high-quality practices as a result of their participation in key action 2 of the Sport strand	65%	D3
Key Action 3	Number of organisations and institutions taking part in the programme for the Sport strand	40	D3
Erasmus+ Sport	Share of organisations and institutions that consider that the procedures for taking part in the programme are proportionate and simple for the Sport strand	55%	D3

Specific objective: 5.6: With the support of the Creative Europe programme, strengthen Europe's commitment to preserve and promote our cultural diversity and heritage

Related to spending programme(s): Creative Europe

Main outputs in 2023:

New policy initiatives

Output	Indicator	Target	Unit
Proposal for a Council Recommendation on a new EU strategic framework for culture	Adoption of the proposal by the Commission	Q4 2023	D1

Evaluations and fitness checks

Output	Indicator	Target	Unit
Final evaluation 2014-2022 and interim evaluation 2021-2027 of Creative Europe programme	Finalisation	Q4 2024	D2 (in cooperation with DG CNECT for the MEDIA part)
Creatives Unite platform	Number of online visits	50 000 users	D1
	Number of posts on the platform	1 200	D1

Other important outputs			
Output	Indicator	Target	Unit
Transnational cooperation	Number of European cooperation projects/partnerships	130 (100 small scale, 20 medium scale and 10 small scale) plus 5 Ukraine special call	D2
	Number of European Networks	40	D2
	Number of European Platforms	17	D2
	Number of Book circulation projects	40	D2
Support to transnational circulation of artists and professionals	The number of artists and operators in the cultural and creative sectors that have moved beyond national borders due to programme support, indicating the country of origin and the proportion of women	74 930	D2
Audience development	The number of people who have accessed European cultural and creative works supported by the programme, including works from countries other than their own ⁽²⁵⁾	236 million	D2
Support to social inclusion through culture	The number of projects supported by the programme addressed to socially marginalised groups	41	D2
	The number of participants in learning activities supported by the programme who have assessed that they have improved their competences and increased their employability, indicating the proportion of women	2 240 including 55% of women	D2

⁽²⁵⁾ This indicator includes cooperation projects, platforms, sectorial actions, special actions with a broad geographical coverage.

General objective: 6 – A new push for European democracy

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

Related to spending programme(s): Traineeship office

Main outputs in 2023:

Other important outputs

Traineeships

Output	Indicator	Target	Unit
Organisation of pre-selections for the traineeship (information, online module, organisation/supporting EC evaluators, communication, etc.)	Number of eligibility checks after automatic scoring	18 000	B3
	Number of appeals	Max 5	B3
Events and trainings for trainees Guidance and support to trainees, advisors and coordinators	Satisfaction of trainees	95 %	B3