



# **Annual work programme 2025**

EUROPEAN EDUCATION AND CULTURE  
EXECUTIVE AGENCY

# Contents

|  |    |
|--|----|
| FOREWORD. Message from the Director .....  | 3  |
| PART 1. Mission statement.....   | 4  |
| PART 2. Key performance indicators .....   | 5  |
| PART 3. Delivering on the Commission's priorities: main outputs for 2025 .....                   | 6  |
| A. Erasmus+ .....  | 6  |
| B. Creative Europe.....  | 15 |
| C. Citizens, Equality, Rights and Values .....   | 18 |
| D. European Solidarity Corps .....   | 20 |
| E. Intra-Africa academic mobility scheme .....   | 22 |
| F. Pilot Projects and Preparatory Actions (PPAs).....  | 23 |
| PART 4. Modernising the administration: main outputs for 2025.....                               | 24 |
| A. Human resource management.....  | 24 |
| B. Sound financial management.....   | 25 |
| C. Fraud risk management.....  | 27 |
| D. Digital transformation and information management .....                                       | 27 |
| Digital transformation .....   | 27 |
| Information and IT security rules .....  | 28 |
| Data, information and knowledge management.....  | 29 |
| Data protection .....  | 29 |
| E. Sound environmental management .....  | 29 |
| F. Initiatives to improve economy and efficiency of financial and non-financial activities ..... | 30 |
| ANNEX 1: Performance tables .....  | 31 |
| ANNEX 2: Resources: staff and budget.....  | 43 |
| A. Administrative budget.....  | 43 |
| B. Human resources .....   | 44 |
| C. Delegated operational appropriations .....  | 46 |

## **FOREWORD. Message from the Director**

As we enter the fifth year of the 2021-2027 Multiannual Financial Framework (MFF), our priority remains the contribution to the objectives of the European Commission and the implementation of our portfolio of activities. With this mission in mind and in the context of the establishment of the new Political Guidelines for 2024-2029, we will keep working closely with our parent Directorates-General (DGs), aligning with the evolving global geopolitical developments, and listening to the needs of our applicants and beneficiaries.

Building on the Agency's experience in the implementation of the delegated programmes, the past results and the lessons learnt, we will share with our parent DGs our insights for the next MFF generation of programmes. We will suggest possibilities for simplifying and streamlining processes, and update our feedback to policy strategy to reflect the new Commission priorities and respond flexibly to the demands of our parent DGs.

2025 will also mark the official transition to SUMMA, the European Commission's next-generation financial system, which will represent an administrative challenge in the first year of implementation. To ensure smooth transactions within the system, we will maintain regular contact with the central services, and our staff will continue to receive training on the new tool.

Managing the increased responsibilities we have taken on in recent years, particularly in relation to the raising number of complex procurement procedures for establishing new digital platforms and developing articulated IT solutions, has placed additional demands on our resources. We will continue to administer these resources mindfully. Thanks to the numerous staff selections taking place in 2024, the Agency will continue to recruit several new colleagues in 2025, supporting their integration with the existing staff.

I am fully confident that our highly committed and competent professionals will make 2025 another successful year for EACEA, our partners, and beneficiaries.

Sophie BEERNAERTS

EACEA Director

## PART 1. Mission statement

The European Education and Culture Executive Agency (EACEA) has been established with the Commission Implementing Decision (EU)/2021/173, repealing Implementing Decision 2013/776/EU, which entered into force on 1 April 2021. EACEA received a new 7-year mandate to continue supporting projects across Europe and in third countries for the 2021-2027 funding period. EACEA's mission is to support the parent DGs in implementing European projects that connect people and cultures, reach out to the world and make a difference, working together in education and training, audio-visual media and culture, citizenship and solidarity. The Agency fosters innovation through the exchange of knowledge, ideas and skills in a spirit of cross-border cooperation and mutual respect.

To this end, EACEA supports its parent DGs<sup>(1)</sup> in achieving the specific political priorities of the Commission and the strategic objectives defined in their [Strategic Plans 2020-2024](#) by managing the implementation of the programmes that have been delegated to it.

In 2025, EACEA will manage Erasmus+, Creative Europe, the Citizens, Equality, Rights and Values (CERV) programme, the European Solidarity Corps, the Intra-Africa Academic Mobility Scheme as well as Pilot Projects and Preparatory Actions in the areas of education, sport, culture and media in accordance with the above-mentioned Decision and Delegation Act <sup>(2)</sup>. Notably, EACEA will prepare and manage the different stages of the project lifecycle for each of these programmes (publishing calls for proposals and calls for tenders, promoting the programmes, evaluating the applications received, signing grant agreements and contracts, monitoring them up to their successful closure, including budget implementation, disseminating and exploiting results, along with providing necessary feedback to policy). The Agency will also continue to manage the legacy of its previously delegated programmes.

EACEA strives to provide excellent programme management and high-quality service through transparent and objective processes, showing Europe at its best. Strong values are at the centre of ONE EACEA: commitment, integrity, objectivity, respect for others and transparency.

---

<sup>(1)</sup> For Education, Youth, Sport and Culture – EAC, for Communications Networks, Content and Technology – CNECT, for Justice and Consumers – JUST, for International Cooperation and Development – INTPA, for Neighbourhood and Enlargement Negotiations – NEAR, for Employment, Social Affairs and Inclusion – EMPL. To be noted that, having regard to the reorganisation of DG NEAR as of 1 February 2025, a new Commission Decision replacing the Commission Decision C(2023) 1804 on the composition of the EACEA Steering Committee and an amendment to the Commission Decision C(2022) 5057 on the Agency's Delegation Act will be launched by DG EAC 2025 to mention the new parent DGs.

<sup>(2)</sup> C(2022) 5057 of 22 July 2022 repealing Decision C(2021)951 and as amended by C(2022)9296 of 15 December 2022, C(2023)4617 of 12 July 2023, C(2024)4350 of 26 June 2024 and C(2024)8304 of 28 November 2024.

## PART 2. Key performance indicators

EACEA has selected the following four key performance indicators (KPIs) to measure the effectiveness of the implementation of its delegated tasks. The selected KPIs reflect the ability of the Agency to accomplish its mandated tasks and to contribute to the objectives set by its parent DGs.

| Key performance indicators             | Baseline (2024) <sup>(3)</sup> | Milestone | Target                                  |
|--|--------------------------------|-----------|---|
| <b>Time-to-Grant</b>                   | 97.05%                         | N/A       | 100% within 9 months <sup>(4)</sup>     |
| <b>Time-to-Pay</b>                     | 99%                            | N/A       | >96% of payments on time <sup>(5)</sup> |
| <b>Budget execution <sup>(6)</sup></b> | 100%                           | N/A       | 100%                                    |
| <b>Estimated risk at closure</b>       | 0.49%                          | N/A       | <2% of relevant expenditure             |

The quality of programme implementation is assessed based on the full execution of the delegated yearly budget and the number of grant agreements (GAs) and payments processed without delays for EACEA's beneficiaries. In addition, the low estimated risk at closure is based on the robust controls applied throughout all phases of project implementation, particularly during the final payment stage.

EACEA monitors the progress of its key performance indicators in an aggregated and systematic manner. This approach allows the Agency to take timely mitigation measures in case of deviations from the planned targets and to ensure excellence in the technical and financial management of its delegated programmes.

The Agency has also identified one additional key policy-oriented indicator for Erasmus+:

| Key performance indicators  | Baseline (2020) | Milestone (2023) | Target (2025) |
|---|-----------------|------------------|---------------|
| <b>Number of Higher Education Institutions taking part in the European Universities alliances</b> | 284             | >430             | >500          |

---

<sup>(3)</sup> Baseline value for estimated risk at closure will be available during the 2024 AAR process

<sup>(4)</sup> Grant agreements must be signed within 9 months from the call closure

<sup>(5)</sup> In value, amount paid on time for operational budget (BGUE).

<sup>(6)</sup> Commitment appropriations – operational budget.

## **PART 3. Delivering on the Commission's priorities: main outputs for 2025**

**EU values remain at the core of EU programmes and beneficiaries and activities must respect these values.** EACEA will implement its delegated actions by publishing calls from the 2025 work programmes and managing their respective evaluations. At the same time EACEA will continue to finalise grant agreements and service contracts for the selected projects from the previous year and proceed to the pre-financing payments.

EACEA will also need to prepare (and launch when requested) the calls for the following year and participate in the Commission's work on the plans for 2026.

In 2025, EACEA will manage more than 8 500 projects across our different programmes, including several Pilot Projects and Preparatory Actions (PPPAs). Legacy activities will represent less than 5% of the total number of open projects.

Together with the quantitative key performance indicators the Agency will also provide qualitative information results. In this context, the Agency will reframe activities that enrich Commission policy-making with evidence from projects, platforms and analyses. This process will reflect the new political context following the establishment of the new College, as well as the lessons learned from the 2024 pilot EACEA Feedback to Policy (F2P) Plan on the Digital Transition. EACEA and parent DG staff will be part of a dynamic, on-demand process for planning and delivering F2P activities, which will include, in addition to digital, green and inclusion/diversity, other agreed policy priorities, such as, for instance, basic skills, STEM <sup>(7)</sup>, and active citizenship. This approach will facilitate the production of faster and shorter F2P deliverables, while also allowing for more articulated initiatives, if requested.

### **A. Erasmus+**

Erasmus+ is the EU's flagship programme to support and strengthen education, training, youth and sport in Europe <sup>(8)</sup>. The programme provides opportunities to study, be trained and participate in civil society activities in Europe and beyond. It also supports cooperation, allowing key players in education, training, youth and sport to develop innovative teaching, training and learning methods, modernise curricula and develop common tools and activities, as well as make better use of new technologies, and promote sport and healthy lifestyles.

---

<sup>(7)</sup> Science, Technology, Engineering and Mathematics.

<sup>(8)</sup> [Regulation \(EU\) 2021/817 of the European Parliament and of the Council of 20 May 2021 establishing Erasmus+: the Union programme for education and training, youth and sport and repealing Regulation \(EU\) No 1288/2013, \(OJ L189 of 28.5.2021, p.1\)](#)

The Agency will maintain its active engagement in the **European Education Area Working Groups**. The focus of the Groups is on ‘Early Childhood Education and Care’, ‘Schools’, ‘Higher Education’, ‘Digital Education’, ‘Equality and Values in Education and Training’, ‘Vocational Education and Training and the Green Transition’ and ‘Adult Learning’. By participating in meetings, peer-learning activities and follow-up actions of the Working Groups, EACEA will share knowledge and expertise and provide an evidence base from both the programme implementation side and the policy analysis. EACEA will continue providing robust evidence to enhance the quality and impact of the Working Groups' deliverables through findings from EACEA projects, Eurydice Network's studies and comparative analyses, and data from platforms overseen by EACEA such as the European Digital Education Hub (EDEH), European School Education Platform (ESEP)/eTwinning, Electronic Platform for Adult Learning in Europe (EPALE), etc.

EACEA will implement activities under the following Erasmus+ actions:

- Key Action 1: Learning Mobility
- Key Action 2: Cooperation among organisations and institutions
- Key Action 3: Support to policy development and cooperation
- Jean Monnet actions

The Erasmus+ 2025 calls will continue to support innovative approaches to learning and teaching, including green and digital skills, entrepreneurship and other future-proof skills development.

To ensure broader access to the programme and the participation of individuals with fewer opportunities, EACEA will continue to implement its [Inclusion and Diversity Action plan](#) on Erasmus+ and European Solidarity Corps programmes, adopted on 5 April 2023. The Action Plan serves as a practical tool designed to inspire, guide, and promote effective inclusion and diversity practices throughout the entire project cycle.

For the delegated Erasmus+ actions, the Agency will continue organising a variety of information events and activities in collaboration with parent DGs as relevant, to promote the calls and provide potential applicants with guidance and assistance. EACEA's Erasmus+ communication activities will be aligned with the Erasmus+ communication strategy. For information and promotion activities in EU Member States and third countries, the Agency will also cooperate with the Erasmus+ National Agencies, National Erasmus+ Offices (NEOs), Erasmus+ National Focal points (ENFPs) and EU Delegations.

The Agency will continue to report on the implementation of projects and activities and support the European Commission in promoting and disseminating the project results.

By implementing the actions described in the 2025 Work Programme for Erasmus+ <sup>(9)</sup>, the Agency will primarily contribute to the achievement of the general objective Promoting our European way of life (G.O - 5) of the Strategic Plans 2020-2024 of DG EAC and DG EMPL with an indicative budget of EUR 847 million. This amount includes the contributions from

---

<sup>(9)</sup> Commission Decision C(2024) 7026 of 11 October 2024, amended by C(2025) 1334 of 5 March 2025.

the EU external action instruments ‘Neighbourhood, Development and International Cooperation Instrument – Global Europe (NDICI-GE)’<sup>(10)</sup> and from the ‘Instrument of Pre-accession III (IPA III)’<sup>(11)</sup>. The actions funded by these instruments are covered by the single Multiannual Indicative Programme (MIP) for the external dimension of Erasmus+ for the 2021-2027 period<sup>(12)</sup>. They will also contribute to the general objectives A stronger Europe in the World and A Europe fit for digital age.

In 2025, the Agency will deliver [outputs](#) under the following specific objectives:

*[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]*

**In the field of Higher Education**, the Agency will continue to support and monitor the progress of the European Universities alliances, while also backing the **European Degree** exploratory actions with two dedicated calls: one supporting higher education institutions’ consortia willing to engage on the path towards a possible European degree/preparatory European label; and another aimed to provide financial incentives to support, enable and accompany Member States, on a voluntary basis, to work together with their accreditation and quality assurance agencies, universities, students, economic and social partners, exploring pathways towards a possible European degree. Through another call<sup>(13)</sup> we will also support the higher education sector in developing and offering leadership development programmes for higher education institutions’ leaders.

The implementation of the framework contracts to support the second phase of the European Student Card Initiative (ESCI) will also be a key action in support of the higher education sector. The objective of ESCI is the development of a coherent digital ecosystem for all participating institutions to facilitate the mobility of students in Europe and the action will be implemented through two framework contracts.

The Jean Monnet actions will continue their activities for higher education institutions – including Modules, Chairs and Centres of Excellence – promoting excellence in teaching and research in EU studies. The Agency will also continue promoting the activities of Jean Monnet in other fields of education, such as schools and vocational education and training (through the Learning EU initiatives and support to Teacher Training). Additionally, Jean Monnet actions will continue supporting policy debates through large thematic networks for higher education institutions, networks for schools and vocational education and training. In 2025, the Jean Monnet thematic network on internal policy will focus on the ‘EU enlargement as a catalyst for progress’ while the Network on external policy will focus on

---

<sup>(10)</sup> [Regulation \(EU\) 2021/947 of the European Parliament and of the Council of 9 June 2021 establishing the Neighbourhood, Development and International Cooperation Instrument – Global Europe, amending and repealing Decision No 466/2014/EU and repealing Regulation \(EU\) 2017/1601 and Council Regulation \(EC, Euratom\) No 480/2009 \(Text with EEA relevance\) \(OJ L209 of 14.6.2021, p.1\)](#)

<sup>(11)</sup> [Regulation \(EU\) 2021/1529 of the European Parliament and of the Council of 15 September 2021 establishing the Instrument for Pre-Accession assistance \(IPA III\) \(OJ L330 of 20.9.2021, p.1\)](#)

<sup>(12)</sup> Commission Decision C(2021) 6189 of 27 August 2021 as amended by its mid-term review of 2024

<sup>(13)</sup> Under Partnerships for Innovation: Forward-Looking Projects (E+ WPI 2.19)



EU-North America. Finally, designated institutions pursuing aims of European interest will also be supported, as in previous years.

**Looking at the international dimension** of the Erasmus+ programme, the Capacity Building in Higher Education action (CBHE) reinforces the EU's cooperation and policy dialogue with third countries aiming to support institutions in shaping and adapting to current and emerging trends. These trends include economic globalisation, labour market needs, fragility, rising social, economic, and environmental inequalities. The action is expected to contribute to the overarching priorities of the European Commission and in particular to the EU's Global Gateway strategy, focusing on investment priorities, along with an increased emphasis on higher education reforms in Tunisia. The Agency will evaluate the implementation results of the external monitoring pilot exercise carried out for CBHE projects in the Western Balkans and Asia and explore options for continued monitoring based on parent DGs needs, taking into account also the operational constraints.

The NEOs (National Erasmus+ Offices) assist the European Commission, EACEA and the National Authorities in Third countries not associated to Erasmus+ programme in the implementation of the Programme. In 2025, NEOs will continue to promote the Programme in their countries and follow closely the policy developments in the field of Higher Education (HE), and Vocational Training and Education (VET), Youth and Sport. As a result of the grant application process in 2024, new grant agreements covering implementation of the NEO activities, including the oversight of the relevant national Higher Education Reform Experts (HEREs), will be implemented over the period 2025-2026. The service contract in place for the support of HEREs could see a renewal in 2025 as well.

Alumni - in Europe and beyond - play a crucial role as ambassadors and promoters of the European Union, the European education and training sectors, research, and the European mobility and cooperation programmes. A new 4-year framework contract to support their activities has started in 2024 and will continue throughout 2025. An important aspect to focus on this year will be the setting up of the new website presence of the Alumni communities.

Finally, ENFPs (Erasmus+ National Focal points) continue, through the ongoing service contract in place, to provide, support and promote the programme in the regions they operate. 2025 will also see to the preparation of the tender procedure to secure the successor service provider for the period 2026 onwards.

EACEA will keep promoting excellence in education and training through the Partnerships for excellence. Among these, **Erasmus+ Teacher Academies** develop and test initial teacher education and continuing professional development strategies and programmes to enhance the European dimension and internationalisation of teacher education through innovative and sustainable collaboration. The Erasmus+ Teacher Academies support the priorities of the European Education Area and the Digital Education Action Plan and contribute to the upcoming EU Teachers Agenda.

In the area of partnership for innovation, the **Alliances for Education and Enterprises** aim to foster innovative and multidisciplinary approaches to teaching and learning through

cooperation among education and training providers, labour market and entrepreneurial actors. These alliances aim to innovate education design and delivery in response to societal and economic challenges, reinforcing the entrepreneurial mindsets of learners and educational staff, fostering social responsibility, community engagement, and enhancing the development and certification of relevant skills, thus contributing to nurturing talent for competitiveness.

**Forward-Looking Projects** aim to identify, develop, test and/or assess innovative approaches that have the potential to become mainstreamed, thus improving education and training systems. This action will support forward-looking ideas that address key European priorities in the areas of school education, vocational education and training, adult learning and digital education, to bring a substantial innovative effect in terms of methods and practices.

An important aspect of Erasmus+ is the **digitalisation in the field of education and training**. The Agency will continue contributing to the implementation of the 2021-2027 Digital Education Action Plan and its strategic priorities: (1) developing a high-performing digital education ecosystem; (2) enhancing digital skills and competences for the digital transformation.

Under the successful [EDEH](#), which is managed by the Agency, a specific Higher Education Interoperability workgroup was set up in 2023, which continues its activities in 2025. The objective is to develop a Higher Education Interoperability Framework, encompassing practical guidelines for implementation, maintenance and governance.

In 2025, investment and support will continue to be directed towards the European online platforms for virtual cooperation and digital education, such as [ESEP](#), [EPALE](#) and [OLS](#) <sup>(14)</sup>. In addition, in 2025 the Agency will take over the support of various SELFIE tools ([SELFIE](#), [SELFIE for teachers](#), [SELFIE for work-based learning](#)) as well as the management of the [Education for Climate Coalition](#) platform from the Joint Research Centre. This is the European participatory community to support teaching and learning for the green transition and sustainable development.

For [ESEP](#), the final step of the merger of the former eTwinning & School Education Gateway was completed in 2024 and eTwinning will celebrate its 20<sup>th</sup> anniversary in 2025. The focus will be on consolidation and improvements based on users' feedback. [ESEP](#) is supported by a network of National Support Organisations who assist eTwinning projects and contribute to the professional development of teachers. The annual theme for the eTwinning community, part of [ESEP](#), in the school year 2024/2025 is 'Citizenship education: celebrating what unites us'. The theme will put a special emphasis on active citizenship, critical thinking and learning about the EU and its values.

[EPALE](#) celebrates its 10<sup>th</sup> anniversary on 15 April 2025, marking a decade of this active community's transformative contributions to adult learning across Europe. 2025 will continue to see the introduction of new features and functionalities in line with the renewed

---

<sup>(14)</sup> Online Language Support

priorities of the European Agenda for Adult Learning. [EPALE](#) is supported by a network of National Support Services, whose work assists the implementation of the Council Resolution on a new European agenda for adult learning 2021-2030 and the Council Recommendations on Upskilling Pathways, Individual Learning Accounts and micro-credentials for lifelong learning and employability.

For OLS, the Agency will continue to ensure the delivery of language learning content. Collaboration with DIGIT will continue in 2025 to improve the [Erasmus Networks Platform](#), which currently hosts [ENFP](#), [HERE](#) and the [Erasmus Mundus Community](#). Additional networks will be integrated during the year.

In terms of **policy analysis and policy support**, the Agency's role is to analyse how education systems are organised in Europe and how they deliver on the key European policy areas. This work is carried out with the help of the Eurydice network <sup>(15)</sup>, comprising 43 national units delegated by the competent ministries and based in 40 countries <sup>(16)</sup> of the Erasmus+ programme. The work of the Eurydice network is described in the specific 2025-2026 Eurydice Work Programmes endorsed by DG EAC's Senior Management Board. In 2025, the Agency will also support DG EAC by collecting a rich set of system-level indicators to support the monitoring of Member States' progress on the European Education Area (EEA) and the Council Resolution on a strategic framework for European cooperation in education and training. These are used in DG EAC's flagship publication 'Education and Training Monitor'.

In the area of policy analysis, the Agency is expected to deliver the following reports:

i. **Key data on early childhood education and care - 2024** (January 2025)

The new edition will include indicators to reflect recent policy developments, such as the Council Recommendation establishing a European Child Guarantee and the revised Barcelona targets.

ii. **Academic Staff** (April 2025)

This paper will address a number of key issues related to academic careers in line with the Commission's European Strategy for Universities and in particular the need to promote flexible and attractive career structures and improve working conditions.

iii. **Entrepreneurship education at school in Europe** (September 2025)

The new study builds on the previous edition of the Eurydice Entrepreneurship education report. It covers school education (ISCED levels 1-3), and investigates a number of sub-

---

<sup>(15)</sup> Its Facebook page is the only social media channel managed by EACEA ([Eurydice Network | Brussels | Facebook](#))

<sup>(16)</sup> All EU Member States and 13 non-EU countries of which 6 are associated to the programme (North Macedonia, Serbia, Iceland, Lichtenstein, Norway, Türkiye) and 7 not associated to the programme (Albania, Bosnia and Herzegovina, Montenegro, Moldova, Georgia, Ukraine, Switzerland)

topics, such as curricula content and/or teachers, including, when possible, a mapping of the use of the EntreComp framework <sup>(17)</sup> in Europe.

iv. **Policies to address underachievement in basic skills** (September 2025)

In line with the 2022 Council Recommendation on Pathways to School Success and its focus on strategies to tackle underachievement and promote inclusion, this report will explore the type of structural reforms introduced by national authorities to counter the underachievement in basic skills (literacy, mathematics and science),

Moreover, pursuant to the new ‘Europe on the move’ Council recommendation, the Mobility scoreboard will be revamped and its scope will be expanded to include both school and higher education. A parallel work will be carried out in the field of Youth through the Youth Wiki Network with a view at harmonising the approach, methodology and presentation. The new Mobility scoreboard will continue to monitor the framework conditions of mobility, focusing on system-level policies facilitating mobility in school, higher education and youth.

In addition, the following facts and figures reports will be delivered as web publications: Teachers’ and School Heads’ salaries and allowances; Recommended annual instruction time in full-time compulsory education; School calendars; The organisation of the academic year; European education structures.

EACEA will continue to serve as a data provider in the field of education and implement the European Higher Education Sector Observatory. The Observatory aims at combining EU data tools and capacities <sup>(18)</sup> in one centralised platform. Its main objective is to monitor the implementation of the European Strategy for Universities and to provide evidence on the institutional transformation progress across the EU. The Observatory will be part of the National Policies Platform, already hosting other studies and analysis of the Eurydice network, as well as the YouthWiki and the mobility scoreboard.

*[Specific objective 5.2 - Vocational education and training effectively addresses the labour market needs and prepares people for the green and digital transition]*

Erasmus+ is one of the sources of EU funding that contributes to achieve the ambitious targets set out in the European Skills Agenda.

In 2025, EACEA will continue to support the implementation of capacity building and excellence in VET, contributing to the intention ‘to give vocational education and training (VET) the prominence it deserves’, as set in the [2024-2029 political guidelines](#).

The **Centres of Vocational Excellence (CoVEs)** initiative aims to be a driving force for reforms in the VET sector, creating skills ecosystems for innovation, regional development and social inclusion through international collaborative networks involving around 300 organisations each year. The Agency will continue to support and monitor the progress of

---

<sup>(17)</sup> [EntreComp: The entrepreneurship competence framework - European Commission](#)

<sup>(18)</sup> ETER, U-Multirank, Erasmus+ database, DEQAR, Eurostudent, Eurograduate, Eurydice related reports, Mobility Scoreboard, etc.

the CoVE projects, while also reaching out to new stakeholders with information and assistance. Two topics of the forward-looking call, mentioned above, are also linked to CoVEs and VET sector: one will be on promoting and enabling a supportive environment for vocational excellence at national and/or regional level, to further enhance the work undertaken by CoVEs; the second one on joint qualifications and modules in VET will contribute to prepare the ground for the Commission work on skills portability and on a new VET strategy.

The **Capacity Building in VET** action supports international cooperation projects based on multilateral partnerships among organisations active in the field of VET in EU Member States, third countries associated to the Programme and third countries not associated to the Programme, as a driver of sustainable socio-economic development. The dedicated budget for the action will allow to foster cooperation across different regions of the world and increase the capacity of VET providers, strengthening the link between VET providers and the labour market. The action is expected to contribute to the overarching priorities of the European Commission and in particular to the EU's Global Gateway strategy.

The **Blueprint for Sectoral Cooperation on Skills**, launched as a flagship initiative of the 2016 Skills Agenda, has become an enabler of the Pact for Skills, which in turn will be an enabler of the Union of Skills. The projects foster transnational cooperation on skills in specific industrial ecosystems. They gather sectoral skills intelligence, design sectoral skills strategies, review and develop occupational profiles and vocational programmes related to these occupations and set up a long-term action plan for the local and regional roll-out of their results, thus fostering innovation and competitiveness in areas that experience severe skills gaps.

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

**In the field of youth**, Erasmus+ will continue to support projects that offer opportunities for young people to **participate in democratic life, social and civic engagement**. The focus will be also on raising awareness and understanding the European Union project in terms of the common EU values, the principles of unity and diversity.

To ensure evidence-based policymaking in line with the EU Youth Strategy, action grants are available for national correspondents to help provide the support needed to maintain the Youth Wiki tool on youth policies in Europe. It covers the following themes: education and training, employment and entrepreneurship, health and well-being, participation, voluntary activities, social inclusion, youth and the world, creativity and culture, and youth work. Detailed information is provided by a network of national correspondents of 33 countries participating in the Erasmus+ programme.

In 2025, the [Youth Wiki network](#) will continue the regular updates of national descriptions. The Agency will perform quality check of the information provided by the network to ensure that it is of the highest quality and up to date. The Agency will also support the work of the

European Commission in implementing the agenda of the incoming EU Presidencies by developing and updating online comparative maps, producing a short report on a topic related to the current political guidelines of the incoming Commission, as well as a short feasibility study on indicators to monitor policy progress in the area of Youth mobility.

Moreover, in 2025, the Agency will finalise work on the Staff Working Document regarding the situation of young people in Europe, accompanying the Commission EU Youth Report on the implementation of the Youth Strategy.

By pursuing the EU Youth Strategy 2019-2027, and the EU Youth Action Plan in External Action 2022-2027, the **Youth Actions will reinforce international cooperation and dialogue between Europe and the rest of the world**. The international dimension of youth actions in third countries is a key factor in promoting the Union's action globally, as well as its external action objectives, geopolitical priorities and principles. The Agency will continue to support the **cooperation and policy dialogue in the field of youth** and non-formal learning by expanding the traditional geographical scope of Capacity building action in the field of Youth to include Sub-Saharan Africa. This action aims at promoting further connections between youth organisations in the EU and candidate countries, Eastern-Partnership, South Mediterranean and Western Balkan partners, and from 2025 also in Sub-Saharan Africa.

In line with the new Commission Political Guidelines 2024-2029 the Agency will continue to support the **EU Youth Dialogue**, the largest youth participation mechanism in Europe.

By contributing to the long-lasting legacy of the European Year of Youth 2022, in 2025 the Youth actions managed by the Agency will specifically target activities focusing on the issues young people and stakeholders have brought to light: health and wellbeing, environment and climate change, education and training, international cooperation and European values, employment and inclusion.

The Agency will finally continue the implementation of the **DiscoverEU action** that aims at fostering the sense of belonging to the European Union, allowing the participants to explore its cultural diversity, and seeks to equip young people with skills and competences to their future lives.

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

The structure and objectives of Sport actions, such as 'Cooperation Partnerships,' 'Small-Scale Partnerships,' and 'Not-for-Profit European Sport Events,' will continue to advance key priorities, including the promotion of education in and through sport, fostering healthy lifestyles for all, enhancing social inclusion, and upholding the integrity and values of sport. Additionally, these actions will facilitate exchange opportunities for sport staff, further enriching the sector's development.

All Sport actions will also play a crucial role in reinforcing the main elements of the **European Sport Model**. These features include the pyramidal structure of sport, the principle of open competition with promotion and relegation systems, the reliance on voluntary work, the principle of financial solidarity, and the independence of sporting organisations. By involving grassroots sports organisations and ensuring the representation of athletes through Erasmus+ funded projects, these actions will contribute to strengthening the accountability and inclusivity of the European Sport Model.

Furthermore, these initiatives will provide a financial framework aimed at **promoting EU values within the sport ecosystem**. This framework will serve as a powerful catalyst for social change, fostering solidarity and advancing democratic principles, labor rights, and human rights throughout the European Sport Model. By embedding these values, Erasmus+ sport will be positioned as a key vehicle for promoting broader societal progress across Europe.

## B. Creative Europe

The Creative Europe programme <sup>(19)</sup> is the multiannual EU programme directly targeting the cultural and creative sectors (CCS). Its objective is to safeguard, promote and develop European cultural and linguistic diversity and heritage. It also aims to increase the competitiveness of Europe's cultural and creative sectors as well as to support independent production and distribution companies in the audio-visual field, and a wide range of operators in the cultural field.

In 2025, EACEA will carry out activities under the following strands:

- Culture
- MEDIA
- Cross-sectoral

The Programme will address the EU overarching priorities of inclusion and diversity, gender balance, actions to stimulate the green transition of the cultural and creative sectors as well as digital transition. The Programme will continue backing new key policy initiatives, such as the development of an overarching EU strategic framework for culture, a **Culture Compass**.

The Agency will primarily continue to contribute to the achievement of the following general objectives: A Europe fit for the Digital Age (G.O 2 / DG CNECT) and Promoting our European way of life (G.O 5 / DG EAC), of the Strategic Plans 2020-2024 of DG CNECT and

---

<sup>(19)</sup> [Regulation \(EU\) 2021/818 of the European Parliament and of the Council of 20 May 2021 establishing the Creative Europe programme \(2021-2027\) and repealing Regulation \(EU\) No 1295/2013 \(OJ L189 of 28.5.2021, p.34\)](#)



DG EAC, by implementing the actions described in the 2025 Work Programme for Creative Europe <sup>(20)</sup> with an indicative budget of EUR 310 million.

The Agency will deliver [outputs](#) under the following specific objectives:

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

### **– Culture strand**

The Culture strand will continue to support cultural and creative operators in enabling cooperation at the European level, in creating European cultural and artistic works, and in strengthening the capacities of the organisations involved. It will also support cultural and creative operators in their efforts to reach audiences in Europe and beyond.

EACEA will implement direct calls for proposals for various actions in 2025 such as two annual calls, support for European Cooperation Projects and for the circulation of European literary works, as well as a second call to support the Ukrainian cultural and creative sectors in response to the impact of Russia's war of aggression against the country. Through these activities, EACEA facilitates the promotion of cultural diversity and supports the cultural and creative sectors.

In 2025, we will continue exploring ways to effectively and efficiently integrate environmental, sustainable and proportional measures into Creative Europe actions. All projects submitted in all Creative Europe culture strand actions will continue to be asked to address a "greening" dimension in their proposals. In this respect, the [Quality Assessment of Green Aspects in Creative Europe – culture projects <sup>\(21\)</sup>](#) will offer valuable guidance for both applicants and evaluators.

Bearing in mind the digital transition, we will be able to look, *inter alia*, at how Artificial Intelligence is influencing ways of creation, production, promotion, distribution and dissemination of content and to provide gathered data to policy makers.

The issues of fair working conditions and remuneration of artists and cultural professionals will be particularly looked at in the evaluated proposals of all culture calls, considering the recommendation in the literary translation action to take specific measures to preserve the profession of translator.

Finally, the Agency's active participation in the book fairs of Brussels and Frankfurt, together with DG EAC, will be an excellent mean to promote the Creative Europe Programme and its participation in the European book sector exchanges.

*[Specific objective 6: A modern, open and pluralistic society in the digital age where online disinformation is countered and diverse cultural content is available to all Europeans]*

---

<sup>(20)</sup> Commission Decision C(2024) 6503 of 18 September 2024

<sup>(21)</sup> The document has been published by DG EAC in 2024



## **– MEDIA strand**

The MEDIA strand aims to encourage cross-border cooperation and innovation in the creation, production, promotion and distribution of European audiovisual works. The strand has been strengthened to focus on increasing cooperation at EU level – through support for co-development, structured networks and partnerships – to scale up audiovisual enterprises and boost the competitiveness of European audiovisual production and distribution at European and global levels. MEDIA will continue to support high-quality projects that address at least one of these key elements, while adapting to emerging trends. It will do so by accompanying the growth in cross-border audiences for high-quality TV series and the increasing opportunities for virtual reality experiences, for example. The full participation of Ukraine to the MEDIA strand is expected in 2025 and will open the support for Ukrainian organisations along the full audiovisual value chain.

The revised Talents and Skills Development action will be widened to build on existing areas, to address skills gaps and enhance the capacity of audiovisual professionals to adapt to new creative processes, market developments and digital technologies that affect the whole value chain.

The MEDIA 360 action, aimed at developing major audiovisual hubs, will be broadened to include business services and industry fora supporting innovation and investment in the audiovisual ecosystem. Following the experience of the previous call, the MEDIA 360 action will provide more flexibility regarding the activities eligible for funding, while ensuring greater synergies or complementarity between the bundled activities.

Furthermore, the Agency will publish a call for tender for the selection of a new framework contractor for the organisation of event and promotional activities, including stands at major audiovisual markets for the period 2026-2028.

All projects will undergo continuous monitoring and follow-up to ensure proper implementation and to identify success stories for policy feedback.

## **– Cross-sectoral strand**

The Cross-sectoral strand promotes cross-cutting activities spanning the audiovisual and other cultural and creative sectors. The Agency continues to support actions related to news media, in line with the current legal framework. These include the calls on Journalism Partnerships and Media Literacy. With a strong focus in protecting independent media and journalists, the new call for Media Freedom Rapid Response Mechanism is expected to provide practical help to protect journalists under threat, including concrete tools such as advice and legal support as well as offering shelter and logistical assistance thereby enabling the targeted journalists to continue pursuing their professional activities.

With the support of the Agency dedicated team, the Creative Europe Desks will continue to play a major role in providing support and information on the programme by assisting potential applicants, stimulating cross-border cooperation, and carrying out communication and dissemination activities for funding opportunities and results obtained in their

respective countries. The Ukrainian Desk will continue to be funded at 100% of its operating costs.

## C. Citizens, Equality, Rights and Values

The Citizens, Equality, Rights and Values (CERV) programme <sup>(22)</sup> promotes EU citizenship and EU common values and enhances citizens' participation in EU democratic life. The programme brings together the former 'Rights, Equality and Citizenship' and 'Europe for Citizens' programmes.

According to its mandate, the Agency will implement activities under the following strands:

- Citizens' engagement and participation
- Union Values
- Equality, rights, and gender equality <sup>(23)</sup>.

The Agency will primarily contribute to the achievement of the general objective A new push for European democracy (G.O 6), of the Strategic Plan 2020-2024 of DG JUST, by implementing the actions described in the multiannual work programme for 2023-2025 for Citizens, Equality, Rights and Values <sup>(24)</sup>, with an indicative budget of EUR 143.1 million dedicated to the calls implemented in 2025.

The Agency will deliver [outputs](#) under the following specific objective:

*[Specific objective 3: Improved framework to protect democracy in the European Union]*

The actions for 2025 will support:

- the recently adopted 'Defence of Democracy package' <sup>(25)</sup>;
- the EU Citizenship Package <sup>(26)</sup>;
- the Joint Communication on 'No Place for Hate: a Europe united against hatred' <sup>(27)</sup>;
- the Directive on combating violence against women and domestic violence <sup>(28)</sup> and
- the Recommendation on developing and strengthening integrated child protection systems in the best interests of the child <sup>(29)</sup>.

---

<sup>(22)</sup> [Regulation \(EU\) 2021/692 of the European Parliament and of the Council of 28 April 2021 establishing the Citizens, Equality, Rights and Values programme and repealing Regulation \(EU\) No 1381/2013 of the European Parliament and of the Council and Council Regulation \(EU\) No 390/2014 \(OJ L156, of 5.5.2021, p.1\)](#)

<sup>(23)</sup> Limited to a small part of the budget (linked to the call for proposals on the rights of the child and children's participation).

<sup>(24)</sup> Commission Decision C(2022) 8588 of 1 December 2022, amended by C(2024) 4922 of 18 July 2024

<sup>(25)</sup> [Documents on Defence of Democracy - European Commission \(europa.eu\)](#)

<sup>(26)</sup> [Citizenship Package - European Commission \(europa.eu\)](#)

<sup>(27)</sup> [JOIN\(2023\) 51 final](#)

<sup>(28)</sup> [OJ L, 2024/1385, 24.5.2024](#)

<sup>(29)</sup> [C\(2024\)2680 final](#)

In 2025, the following calls will aim at achieving the established objectives, with an increased budget compared to previous years:

- The 'Rights of the child and children's participation' call will focus on three priorities: children's rights in the digital age, children's engagement and participation, embedding a right of the child's perspective in actions at national and local levels.
- The call on promoting capacity building and awareness of the EU Charter of Fundamental Rights and the calls of the Citizens engagement and participation strand <sup>(30)</sup> will continue to be part of the Agency's portfolio in 2025.
- Specific grant agreements will be signed with beneficiaries of operating grants within new framework partnerships covering the remaining period of the MFF, i.e. 2025-2027.

The selection processes for the calls launched in 2024 will be finalised and EACEA will also continue to work closely with DG JUST when implementing and monitoring the strands delegated to the Agency.

The Agency will actively promote the programme and publish all necessary information in line with the communication and outreach strategy designed with DG JUST. The programme's network of National Contact Points (designated bodies) will be instrumental to the dissemination of information about the programme and to ensure that all European citizens have access to it without any form of discrimination on grounds of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation. The Civil Dialogue will serve as a valuable platform for interactions related to programme implementation, through kick-off meetings and info days.

## **D. European Solidarity Corps**

The European Solidarity Corps ('the Corps') <sup>(31)</sup> aims to strengthen the engagement of young people and organisations in accessible and high-quality solidarity activities. The Corps is a means to help strengthen cohesion, solidarity and democracy in Europe and abroad and to address societal and humanitarian challenges on the ground, with a particular focus on promoting social inclusion.

The Agency will primarily contribute to the achievement of the general objective Promoting our European way of life (G.O 5), of the Strategic Plan 2020-2024 of DG EAC, by implementing the actions described in the 2025 Work Programme for the European Solidarity Corps <sup>(32)</sup>, with an indicative budget of EUR 21.6 million.

---

<sup>(30)</sup> European remembrance, Citizens' engagement, Network of Towns and Town Twinning

<sup>(31)</sup> [Regulation \(EU\) 2021/888 of the European Parliament and of the Council of 20 May 2021 establishing the European Solidarity Corps programme and repealing Regulations \(EU\) 2018/1475 and \(EU\) No 375/2014 \(OJ L202, 8.6.2021, p.32\)](#)

<sup>(32)</sup> Commission Decision C(2024) 8017 of 21 November 2024

The Agency will deliver [outputs](#) under the following specific objective.

*[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]*

According to its mandate, the Agency will implement and manage actions and measures, including, where appropriate, actions covering multiple focus areas/themes simultaneously in the following fields:

- Volunteering
- Quality and support measures

By building on its past achievements and honouring the legacy of the European Year of Youth, the actions managed by the Agency will continue to empower young people and to encourage their participation in democratic life, in line with the European Commission Political Guidelines 2024-2029.

In particular, in 2025 the actions implemented by the Agency will provide significant value by promoting activities intended to raise awareness about environmental issues and stress the importance of waste segregation and recycling techniques, fully in line with the ambitions of the European Commission as outlined in the Communication on the European Year of Youth adopted on 10 January 2024. **Volunteering Teams in High Priority Areas** especially support larger volunteering teams in carrying out short-term high impact interventions with their specific focus on thematic priorities; responding to current needs at European level like COVID-19 recovery or provision of relief and assistance to those whose lives, livelihoods and communities have been disrupted by the natural or man-made disasters, including armed conflicts.

Moreover, the implementation of the **Humanitarian Aid Strand** of the European Solidarity Corps by the Agency, will contribute to facilitating the transition from the humanitarian response to long-term sustainable and inclusive development, link relief, rehabilitation and development, to reinforcing disaster preparedness and disaster risk reduction, and to strengthening the capacity and resilience of vulnerable or disaster-affected communities. EACEA will also continue to oversee the process leading to the award of the **Quality Label for humanitarian aid volunteering**. The procedure consists in validating the capacity of applicant organisations to safely engage young volunteers in humanitarian aid activities and certifying that they comply with the European Solidarity Corps programme quality standards.

To ensure high-quality solidarity-related opportunities for young people, the Agency will continue managing the following contracts:

- the contract providing the service for complementary insurance to all participants in cross-border solidarity activities already covered by the European Health Insurance

Card (EHIC) or other insurance schemes in which participants may be enrolled. Those participants who are not eligible for the EHIC will be entitled to receive full coverage through the insurance provided by the European Commission.

- the contract granting preparatory training (online and face-to-face) to young people intending to participate in the European Voluntary Humanitarian Aid Corps.
- the contract ensuring that all participants will be offered a Youth Card, which allows its holders to benefit from reduced fares when purchasing certain goods or services. The granting of this card to the participants is an additional service helping to promote the Corps and EU youth policy.

General Online Training will be accessible to young people registered in the [EU Academy platform](#). Training programmes and online courses are available in 28 languages. The platform also features Inspiring Youth Talk developed as part of the General Online Training. They cover highly relevant topics such as the situation in the Ukraine, climate change, skills development and workforce.

Finally, the actions managed by the Agency will offer a significant contribution to strengthen cohesion, solidarity, democracy, European identity and active citizenship in the Union and beyond, addressing societal and humanitarian challenges on the ground, with a particular focus on the **promotion of sustainable development, social inclusion and equal opportunities**.

## **E. Intra-Africa academic mobility scheme**

The Intra-Africa Academic Mobility Scheme is the EU's programme to encourage international learning mobility across the African continent by providing support for consortia of African Higher Education Institutions and scholarship opportunities for African trainees, students and staff. By building on its successful past experience, the Intra-Africa Academic Mobility Scheme V aims to contribute to the economic, social and human development of Africa by improving the skills and competences of individuals in different areas, in particular those linked to climate change and green transitioning.

The Agency will primarily contribute to the achievement of the general objective A stronger Europe in the world (G.O 4), of the Strategic Plan 2020-2024 of DG INTPA. The Agency will do this by implementing the actions described in Annex 2 of the multiannual action plan in favour of Sub-Saharan Africa for 2022 Part 1 <sup>(33)</sup>, with an indicative budget of EUR 32 million as of 2025. The Multi-Annual Indicative Programme for Sub-Saharan Africa 2021-2027 <sup>(34)</sup> provides the legal frame and NDICI-Global Europe is the financing instrument for this action.

---

<sup>(33)</sup> Commission Decision C(2022) 7113 of 30 September 2022, Annex 2.

<sup>(34)</sup> Commission Decision C(2021) 9373 of 15 December 2021.

The Agency will deliver [outputs](#) under the following specific objective:

*[Specific objective 14: Human development for all is improved, in particular for youth, women and girls, and the most marginalised and vulnerable populations]*

According to its mandate, the Agency will prepare and publish calls for proposals, conclude grant agreements with successful candidates and manage procurement procedures for technical assistance of the programme, if necessary. It will also organise related information events and offer support to selected projects and to scholarship holders.

Within the scope of the programme, the Agency will assess projects' results and their impact, provide policy feedback and support to the Commission services. It will also work towards the implementation of communication and dissemination activities and events to improve the visibility of higher education institutions and study opportunities in Africa (e.g. online information resources, trainings, students' fairs, cluster meetings). In particular, it will assess the proposals received under the 2024 call with a deadline in early 2025 and publish results in the summer.

Finally, EACEA will continue monitoring the ongoing projects from the previous programme (2016-2020), as well as the projects selected in 2023-2025. The project monitoring will include on-the-spot visits, assessment of progress and final reports (according to contractual deadlines) and other necessary checks and recovery procedures including *ex post* audits.

## **F. Pilot Projects and Preparatory Actions (PPPs)**

A Pilot Project is an initiative of an experimental nature designed to test the feasibility of an action and its usefulness. They test new policy ideas for which there is no legal base yet. As such they may be implemented without a basic act, provided that the actions which they are intended to finance, fall within the competences of the European Union. A Preparatory Action – normally the successor of a successful pilot project on the same matter – is designed to prepare new actions, such as EU policies, legislation and programmes.

According to its mandate, the Agency is implementing PPPs in the following fields and will deliver [outputs](#) for the actions described.

### **Education, Youth and Sport**

In 2025, the Agency will continue to monitor the implementation and proceed to closure of projects under the following calls:

- Sport as a tool for integration and social inclusion of refugees (preparatory action 2021)
- Grassroots sport programmes and infrastructure innovation (preparatory action 2022)

- Sport for People and Planet – a new approach on sustainability through sport in Europe (pilot project 2022 and 2023)
- Sport supports – Emergency sport actions for youth (pilot project 2023)

Additionally, the Agency will award grants for a continuation of the pilot project ‘Emergency sport actions for youth’, for which a call was launched in 2024. This action aims to create sport emergency programmes for migrant youth in case of humanitarian emergencies such as war.

In 2025, the Agency will continue monitoring legacy projects related to vocational education and training (VET) mobility under the ‘Pilot VET mobility scheme for the Western Balkans’ selected through the 2019 call for proposals.

## **Culture and Media**

In 2025, in the field of Culture the Agency will continue implementing the Pilot Project ‘Establishing a European Heritage Hub to support a holistic and cost-effective follow-up of the European Year of Cultural Heritage’, launched in 2023 <sup>(35)</sup>. In the field of MEDIA, EACEA will continue supporting projects funded under the Preparatory Action ‘Writing European’.

---

<sup>(35)</sup> Subject to adoption of a Financing Decision, a new call for a Preparatory Action continuing this Pilot Project maybe launched in 2025

## **PART 4. Modernising the administration: main outputs for 2025**

The Agency is committed to advancing its administrative processes, making them more modern and efficient to enhance the management of its mandated programmes. In view of the next MFF, the Agency will participate in the different Working Groups organised by the parent DGs and the eGrants corporate services aimed at simplifying the platform's use. In 2025, the Agency will provide feedback to the discussion on the development of the new suites for the next MFF and in particular on i) Programmes/Actions architecture (including content, management and financing modes) ii) IT (eGrants 2.0).

In 2025, the Agency will further expand the use of corporate tools, notably for managing procurements. EACEA has already integrated in the eContracting solution for Framework Contracts in eProcurement and is planning to extend its use to other procedures according to the availability of modules within this corporate tool. To facilitate the change management process and ensure the smooth use of eProcurement, a 'Change Team' is in place and a set of training sessions are planned to support the rollout phase.

In parallel, the Agency will ensure the full deployment of the new corporate ECS system for the management of external experts.

The internal control framework <sup>(36)</sup> 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.

EACEA has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the agency'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.

The specific outputs of Part 4. are annexed [here](#).

### **A. Human resource management**

#### **Female middle management**

The Agency will continue to work closely with the parent DGs in a joint effort to ensure increased female representation in middle management positions and achieve better gender balance.

---

<sup>(36)</sup> [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)



Currently, the Agency has 1 female Head of Department, and 4 female Heads of Unit, representing in total 36% of the middle management roles. Additionally, women hold 54% of deputy Heads of Unit positions (7 out of 13), and 61% of Heads of Sector positions (17 out of 28). To note that our senior management post is held by a woman.

### **Selection and recruitment**

To successfully contribute to delivering on the Commission's objectives, the Agency will continue to enhance its selection and recruitment processes, for both contract and temporary agents' positions. In this context, it is inscribed the implementation of a new IT tool to streamline and improve the management of the selection process. In addition, the Agency will launch several procedures via the job market, promoting mobility across the Agencies and with the Commission. As a result of the extensive selections and reserve lists established in 2024, and those anticipated in 2025, the Agency expects to recruit a significant number of newcomers.

### **Learning and Development, Staff survey**

The Agency will implement its Learning and Development strategy for 2025-2027, following final approval and endorsement from the L&D Steering Committee by the end of 2024. This strategy will provide a framework for enhancing staff skills and knowledge.

Following the results of the 2023 staff survey, an action plan to reinforce the main areas of concern has been crafted with staff in a participatory way. In 2025, the focus will be on the implementation of the seven actions outlined in the plan.

### **Internal Communication**

Internal communication will play a key role in enhancing staff engagement, for instance by promoting the outcomes of the staff survey action plan.

Following the adoption of the 2024-2026 Internal communication strategy and of the related action plan 2025, the Agency will continue delivering on the objectives of the strategy, such as keeping staff informed, maintaining a two-way communication and a dialogue, including by exploring new communication formats, and organizing staff events. Collaborating closely with DG HR, the internal communication team will ensure timely updates on HR matters, ahead of the new staff survey planned for end of 2025.

## **B. Sound financial management**

In order to monitor the efficient use of resources, the Agency will keep on following its financial management indicators, namely risk at payment, at closure, and overall costs of controls. Attention will be paid to three primary components of these financial management indicators:

- **Error rate:** this metric will be monitored throughout the whole year and reported regularly to management.
- **Corrective capacity:** in 2025, EACEA will maintain the focus on the expected returns from risk-based *ex post* audits, selecting high-risk projects with significant potential related recoveries. The Agency will work on recovery orders due and not paid, whose treatment is now under control thanks to the efforts of a dedicated task force which will continue its work.
- **Cost-effectiveness of controls:** the introduction of corporate tools for all main business processes of the Agency will enable more and more controls to be directly embedded in the above-mentioned tools. This approach is expected to increase standardisation and mitigate the risk of errors, with positive effects on efficiency, effectiveness and economy of controls along grant management and also procurement processes, once the eProcurement onboarding is completed. Additionally, the Agency aims to stabilise the overall cost of controls around the average trend reported in the last 3 years.

In 2025, the Agency expects to keep the **risk at payment and risk at closure** below 2% of the relevant expenditure.

Furthermore, as part of the internal control system in place, units responsible for implementing operational budget draft and annually update plans that outline the monitoring process for their portfolio of activities. These monitoring plans are regularly discussed at department level and followed up throughout the year.

## **Budget implementation**

As usual, the Agency will carefully discharge its budgetary duties in full alignment with its mandate. The Agency will prepare the necessary for the 2026 draft budget in support of the parent DGs' presentations to the pre-hearings and hearings with DG BUDG. EACEA will take care of the preparation and revision of the Budget Implementation Forecast (BIF) and will contribute to the overall transfer. The continuing uncertainties related to the international context (wars in Ukraine and in the Middle East, the high inflation rate, the economic situation) had no impact in 2024 on EACEA's budget execution rate. However, in 2025, EACEA will continue to closely monitor the budget implementation and will take mitigating measures, if necessary. As in 2024, the Agency will seek to automate its budget planning for better supporting the decision-making and monitoring processes. In this respect, effort will be spent to ensure full compatibility between IT tools such as OMEGA and EACEA project implementation.

As of January 2025, **SUMMA** will become the primary source of information for budget implementation, accounting, reporting, and the use of administrative budget. Although significant efforts have been made in communication and follow-up to ensure adequate technical knowledge of the tool, some aspects remain unknown due to ongoing development. Given the current state of progress, it is likely that operations and reporting will take longer to process and record. Data extraction may experience delays or reduced

granularity and quality during the initial phase, requiring additional effort to achieve the desired quality. Tailor-made reporting, in particular for EACEA operating budget, will require to rebuilt and test BO reports <sup>(37)</sup> during the first 2025 quarter. From a value-added perspective, SUMMA is expected to enable more standardised methodologies, less reliant on local systems, and more aligned with corporate inquiries. This transition also presents an opportunity to streamline procedures, where possible. EACEA will benefit in the medium/long term.

## **C. Fraud risk management**

In 2024, a new antifraud strategy (AFS) covering the period 2024-2027 has been developed and approved by the EACEA Steering Committee.

The new strategy builds upon the experience gathered through the analysis of fraud cases treated in the period 2012-2023. It is designed in accordance with OLAF methodology and guidance for services' anti-fraud strategies. It takes into account the Commission's antifraud strategy action plan, to the implementation of which EACEA will contribute.

The new AFS, which extends until end of the current MFF, addresses some new specific risks such as the large use of Simplified Cost Options through grants and maintains its key measures in continuity with the previous years. These include:

- i. Fraud awareness actions such as newsletters on fraud-related subjects, participation in newcomers' induction training, exchanges with the network of Project officers, ad hoc briefings to the units;
- ii. Organise and deliver training sessions on fraud detection;
- iii. Maintain continuous cooperation with OLAF and EPPO on fraud cases;

EACEA will continue to participate and contribute to the antifraud networks (FPDNet and FAIR), report to OLAF and EPPO on cases, ensure the implementation and the follow-up of recommendations, as well as undertake other precautionary and/or corrective measures (termination, legal proceedings, enforced monitoring, recovery procedures, audits, EDES).

## **D. Digital transformation and information management**

### **Digital transformation**

In 2025, the Agency will continue to implement its Digital Strategy for 2023-2025 to further advance its digital transformation that supports the Commission's overarching Digital Strategy. Following the endorsement of the Cybersecurity Strategy 2025-2026,, the Agency will begin its implementation accordingly.

---

<sup>(37)</sup> Business Object

EACEA will persist to favour the re-use of corporate tools or components and will start the decommissioning of some of its grant management legacy applications in the realm of the corporate implementation of the next generation financial platform (SUMMA) further deepening its strategy to abandon bespoke legacy systems.

The Agency will launch the implementation of the framework contracts supporting the European Student Card Initiative (ESCI) while further strengthening its IT procurement capabilities that will contribute to expanding the Agency's IT delivery capability.

More specifically, the following initiatives will continue or start in 2025:

- **Objective #1: DIGITAL CULTURE:** Following the successful Cybersecurity Roadshow organised in 2024, EACEA will leverage this experience and continue to organise these awareness sessions to further raise the importance of CYBERSECURITY and foster the Security culture shift within the Agency.
- **Objective #2: DIGITAL- READY EU POLICYMAKING:** The Agency will collaborate with delegating DGs to ensure that digital aspects are considered from the outset in the design of policy implementation actions and will harness the potential of innovative technologies to enhance the Agency's ability to collect, analyse, and disseminate data more efficiently, ultimately leading to more informed decision-making and a more transparent policy evaluation process. Furthermore, it will support the emergence of further European interoperable digital services in the context of the ESCI project.
- **Objective #3: BUSINESS TRANSFORMATION:** The Agency is enhancing its capacity in the data management domain – covering all steps from collection, processing, analysis to interactive visualisation. It will continue to dedicate part of it to exploring innovative solutions in all steps, in collaboration with the central services and making use of available corporate solutions.
- **Objective #4: SEAMLESS DIGITAL ENVIRONMENT:** The new digital infrastructure to support the second phase of the European Student Card Initiative (ESCI2) will represent a major step in the context of The Interoperable Europe Act. The intended adoption of the 'Once-Only' principle promises to be a tangible benefit to stakeholders by improving the interaction of both citizens (students) and third-party solution providers with the Agency's IT solutions.
- **Objective #5: GREEN, SECURE AND RESILIENT INFRASTRUCTURE:** The Agency will continue to improve the security of its IT infrastructure as it develops IT systems and platforms (such as ESEP, EPALE, ESCI2). The Agency will follow the EC IT Security strategy by leveraging the Cloud on Premises and Public Cloud programme (PRG-101) and the DIGIT DevSecOps programme by deploying a new complete ecosystem to develop any new IT solution.

## Information and IT security rules

In general, the Agency is already ranking well in the Risk-Maturity Quadrant. It will continue working toward cybersecurity priorities ensuring the availability of IT Security Plans, the use

of EU Login and multi-factor authentication, and the implementation of the relevant security controls.

## Data, information and knowledge management

In line with the corporate data governance principles, the Agency will review the data management fiches for all EACEA key assets listed in the EC Data Catalogue and the roles of responsible actors (i.e. data owners and stewards), and update – where relevant – the set of data assets.

The Knowledge, Information and Data Management Working Group will continue to coordinate the different data-related activities in the Agency. Special attention will be given to the SUMMA reporting needs, in particular during the first quarter of 2025. The Knowledge hub, established in 2024 by the group, will be enriched with new material to promote data literacy and provide quick access to data-related resources.

The agency will continue its efforts to deploy dynamic visualisations in replacement of static reports through the different web platforms. This task will be accompanied by a centralisation of the underlying data sets in a dedicated repository.

A key initiative on the horizon is the comprehensive management of data within the ESCI project, encompassing the development of data infrastructure, the creation of data models, the implementation of data monitoring systems, and setting the foundation for future data analysis. This foundation will also support the capture, processing, analysis, and dissemination of data for the whole Agency.

Finally, EACEA will strive to improve efficiency in the organisation of the archives, taking profit – where possible – of the Commission Historical Archives (HAS) and the EC digital archiving tool “a-REP” which will allow further digitalisation of the archives.

## Data protection

The Agency will continue to make staff aware of the requirements of the Data Protection Regulation through interactive and comprehensive training sessions and may organise ad hoc session on specific themes, if need be. In line with the Commission’s Data Protection Action Plan, the Agency will pursue putting measures in place to implement effectively retention periods of personal data and data minimisation in cooperation with the EACEA DMO. The Agency will continue to adopt and update data protection records to ensure compliance of its processes. In case of joint controllership and for the use of corporate tools such as eGrants, the Data Protection Officer (DPO) will cooperate with parent DGs, as appropriate, specifically for cross-cutting issues and particularly on data subject rights.

## **E. Sound environmental management**

EACEA has been registered to the EMAS (Commission's Eco-Management and Audit Scheme) since 2020. In 2025, EACEA will continue its endeavours to enhance environmental performance, in line with the Communication to the Commission - Greening the Commission.

In close collaboration with other Executive Agencies (EAs), EACEA will prioritise fostering synergies in promoting the Eco-Management and Audit Scheme, and in organising joint activities, such as the EAs Green week. As part of its efforts, the Agency will implement European Commission corporate initiatives at the local level, such as the BEST Campaign. Particular attention will be devoted to raising awareness, optimising energy consumption, and improving waste management practices.

## **F. Initiatives to improve economy and efficiency of financial and non-financial activities**

### **Enhancing synergies between Executive Agencies on HR activities**

The common HR Strategy adopted by the Executive Agencies in March 2023 reinforces the existing collaboration and efficiency of the EAs' operations, defines synergies and develops new areas of cooperation. In this context, EACEA will work in 2025 with the other Agencies on different aspects to streamline HR processes. This includes developing a common approach on external trainings, creating common guidelines for managing underperformance and formalising an Inter-Agency Network of Career Guidance Officers.

All the Inter-Agency activities successfully launched in the past (Talent programme, Job shadowing, Wellbeing week, Respect and Dignity week, EU mental Health week, EU Health and safety week) as well as those conducted with the Commission (staff exchange programme) will be confirmed and expanded in 2025. A particular focus will be placed on shared activities in presence with EISMEA and REA, with whom the Agency shares the SB34 building.

Finally, the Agency will continue offering high quality trainings on professionalisation and common subjects, such as SUMMA, MS365, eGRANTS, together with the other Agencies.

# ANNEX 1: Performance tables

## Part 3 – Delivering on the Commission’s priorities: main outputs for 2025

### Erasmus+

#### General objective 5 : Promoting our European way of life

**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 (DG EAC)**

**Specific objective 5.2 : Vocational education and training effectively addresses the labour market needs and prepared people for the green and digital transition (DG EMPL)**

**From 2020-2024 strategic plans**

#### Main outputs in 2025 <sup>(38)</sup>:

| Output   | Indicator  | Target                                |
|--|--|---------------------------------------|
| Calls for proposals to be implemented  | 22 calls closed <sup>(39)</sup>  | 100%                                  |
| Reports published  | 4 Eurydice reports   | 100%                                  |
| Evaluations  | 28 evaluations completed <sup>(40)</sup>   | 100%                                  |
|  | % of re-evaluated proposals  | Max 1% of evaluated proposals         |
| Call budget allocation   | Budget allocated to the top rank proposals over the dedicated budget in the calls for proposals      | >85% of budget announced in the calls |
|  | Amount awarded to the contractor over the dedicated budget in the calls published as open procedures | >85% of budget announced in the calls |
| Higher Education Institutions taking part in the European Universities alliances | Number <sup>(41)</sup>   | >500                                  |
| Centres of Vocational Excellence (CoVEs) to be financed                          | Number   | 16                                    |
| Timely first pre-financing payments (in number)                                  | First pre-financing payments executed on time over total number of first pre-financing payments      | ≥99% <sup>(42)</sup>                  |

<sup>(38)</sup> Sources: CPS, F&TP, ABAC, Eurydice web page, Eurydice Facebook page

<sup>(39)</sup> All calls closing in the calendar year regardless of the WP year. Idem for the call for tenders

<sup>(40)</sup> Based on the date of the evaluation results letters

<sup>(41)</sup> This number is accumulative with results of previous years

<sup>(42)</sup> Based on the average result of the last 3 years

| External communication actions   |  |   |
|--|--|---|
| Output   | Indicator                              | Target  |
| Information activities <sup>(43)</sup> for the promotion of the calls      | At least 1 activity for each open call | 100%  |
| Publication of Eurydice newsletters ("Eurydice Voice" and Eurydice Today") | Number of subscribers                  | To increase (baseline 2023: Eurydice Voice 913, Eurydice Today 903) |
| Social media management of the Eurydice Facebook page                      | Click through rate <sup>(44)</sup>     | >4% (baseline 2023: 4.3%)   |

## General objective 5 : Promoting our European way of life

**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 (DG EAC)**

**From 2020-2024 strategic plans**

### Main outputs in 2025 :

| Output  | Indicator  | Target                                |
|---|--|---------------------------------------|
| Calls for proposals to be implemented           | 4 calls closed   | 100%                                  |
| Calls for tenders to be implemented             | 1 call closed  | 100%                                  |
| Reports published                               | 1 Youth report   | 100%                                  |
| Evaluations                                     | 8 evaluations completed  | 100%                                  |
|   | % of re-evaluated proposals  | Max 1% of evaluated proposals         |
| Call budget allocation                          | Budget allocated to the top rank proposals over the dedicated budget in the calls for proposals      | >85% of budget announced in the calls |
|   | Amount awarded to the contractor over the dedicated budget in the calls published as open procedures | >85% of budget announced in the calls |
| Timely first pre-financing payments (in number) | First pre-financing payments executed on time over total number of first pre-financing payments      | ≥99%                                  |

### External communication actions

| Output  | Indicator                              | Target |
|---|--|--------|
| Information activities for the promotion of the calls | At least 1 activity for each open call | 100%   |

<sup>(43)</sup> Such activities could be: information meetings/days, videos, webinars, practical info-sessions on how to apply, special guidelines, FAQs, etc. Depending on the programme, this indicator can be adapted because e.g. one information activity can cover several calls.

<sup>(44)</sup> A metric that measures the percentage of people who clicked on a link, ad, or post compared to the total number of viewers



## General objective 5 : Promoting our European way of life

**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 (DG EAC)**

**From 2020-2024 strategic plans**

### Main outputs in 2025 :

| Output  | Indicator  | Target                                |
|---|--|---------------------------------------|
| Calls for proposals to be implemented           | 5 calls closed   | 100%                                  |
| Evaluations                                     | 5 evaluations completed  | 100%                                  |
|   | % of re-evaluated proposals  | Max 1% of evaluated proposals         |
| Call budget allocation                          | Budget allocated to the top rank proposals over the dedicated budget in the calls for proposals      | >85% of budget announced in the calls |
|   | Amount awarded to the contractor over the dedicated budget in the calls published as open procedures | >85% of budget announced in the calls |
| Timely first pre-financing payments (in number) | First pre-financing payments executed on time over total number of first pre-financing payments      | ≥99%                                  |

### External communication actions

| Output  | Indicator                              | Target |
|---|--|--------|
| Information activities for the promotion of the calls | At least 1 activity for each open call | 100%   |

## Creative Europe

## General objective 5 : Promoting our European way of life

**Specific objective 5.6 : With the support of the Creative Europe programme, strengthen Europe's commitment to preserve and promote our cultural heritage (DG EAC)**

**From 2020-2024 strategic plans**

### Main outputs in 2025 :

| Output                                | Indicator   | Target                                |
|---------------------------------------|---|---------------------------------------|
| Calls for proposals to be implemented | 5 calls closed  | 100%                                  |
| Evaluations                           | 6 evaluations completed   | 100%                                  |
|                                       | % of re-evaluated proposals   | Max 1% of evaluated proposals         |
| Call budget allocation                | Budget allocated to the top rank proposals over the dedicated budget in the calls for proposals | >85% of budget announced in the calls |

| Output  | Indicator   | Target |
|---|---|--------|
| Timely first pre-financing payments (in number)       | First pre-financing payments executed on time over total number of first pre-financing payments | ≥99%   |
| <b>External communication actions</b>                 |   |        |
| Output  | Indicator   | Target |
| Information activities for the promotion of the calls | At least 1 activity for each open call  | 100%   |

## General objective 2 : A Europe fit for the Digital Age

***Specific objective 6 : A modern, open and pluralistic society in the digital age where online disinformation is countered and diverse cultural content is available to all Europeans (DG CNECT)***

***From 2020-2024 strategic plans***

### Main outputs in 2025 :

| Output  | Indicator  | Target                                |
|---|--|---------------------------------------|
| Calls for proposals to be implemented                 | 19 calls closed  | 100%                                  |
| Calls for tenders to be implemented under 2025 budget | 1 call closed  | 100%                                  |
| Evaluations   | 21 evaluations completed   | 100%                                  |
|   | % of re-evaluated proposals  | Max 1% of evaluated proposals         |
| Call budget allocation                                | Budget allocated to the top rank proposals over the dedicated budget in the calls for proposals      | >85% of budget announced in the calls |
|   | Amount awarded to the contractor over the dedicated budget in the calls published as open procedures | >85% of budget announced in the calls |
| Timely first pre-financing payments (in number)       | First pre-financing payments executed on time over total number of first pre-financing payments      | ≥99%                                  |
| <b>External communication actions</b>                 |  |                                       |
| Output  | Indicator  | Target                                |
| Information activities for the promotion of the calls | At least 1 activity for each open call   | 100%                                  |

## Citizens, Equality, Rights and Values

## **General objective 6 : A new push for European democracy**

### ***Specific objective 3 : Improved framework to protect democracy in the European Union (DG JUST)***

***From 2020-2024 strategic plans***

#### **Main outputs in 2025 :**

| <b>Output</b>                                   | <b>Indicator</b>  | <b>Target</b>                         |
|---|---|---------------------------------------|
| Calls for proposals to be implemented           | 10 calls closed   | 100%                                  |
| Evaluations                                     | 10 evaluations completed  | 100%                                  |
|   | % of re-evaluated proposals   | Max 1% of evaluated proposals         |
| Call budget allocation                          | Budget allocated to the top rank proposals over the dedicated budget in the calls for proposals | >85% of budget announced in the calls |
| Timely first pre-financing payments (in number) | First pre-financing payments executed on time over total number of first pre-financing payments | ≥99%                                  |

#### **External communication actions**

| <b>Output</b>   | <b>Indicator</b>                       | <b>Target</b> |
|---|--|---------------|
| Information activities for the promotion of the calls | At least 1 activity for each open call | 100%          |

## **European Solidarity Corps**

## **General objective 5 : Promoting our European way of life**

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

***From 2020-2024 strategic plans***

#### **Main outputs in 2025 :**

| <b>Output</b>                             | <b>Indicator</b>  | <b>Target</b>                         |
|---|---|---------------------------------------|
| Calls for proposals to be implemented     | 3 calls closed  | 100%                                  |
| Evaluations                               | 4 evaluations completed   | 100%                                  |
|   | % of re-evaluated proposals   | Max 1% of evaluated proposals         |
| Quality label accreditations to be signed | Number  | 40                                    |
|   | Budget allocated to the top rank proposals over the dedicated budget in the calls for proposals | >85% of budget announced in the calls |

| Output  | Indicator  | Target                                |
|---|--|---------------------------------------|
| Call budget allocation                                | Amount awarded to the contractor over the dedicated budget in the calls published as open procedures | >85% of budget announced in the calls |
| Timely first pre-financing payments (in number)       | First pre-financing payments executed on time over total number of first pre-financing payments      | ≥99%                                  |
| <b>External communication actions</b>                 |  |                                       |
| Output  | Indicator  | Target                                |
| Information activities for the promotion of the calls | At least 1 activity for each open call   | 100%                                  |

## Intra-Africa Academic Mobility Scheme V

| <b>General objective 4 : A stronger Europe in the world</b>  |   |                                       |
|--|---|---------------------------------------|
| <b><i>Specific objective 14 : Human development for all is improved, in particular for youth, women and girls, and the most marginalised and vulnerable populations (DG INTPA)</i></b> |   |                                       |
| <b><i>From 2020-2024 strategic plans</i></b>   |   |                                       |
| <b>Main outputs in 2025 :</b>  |   |                                       |
| Output   | Indicator   | Target                                |
| Calls for proposals to be implemented  | 1 call closed   | 100%                                  |
| Evaluations  | 1 evaluation completed  | 100%                                  |
|  | % of re-evaluated proposals   | Max 1% of evaluated proposals         |
| Call budget allocation   | Budget allocated to the top rank proposals over the dedicated budget in the calls for proposals | >85% of budget announced in the calls |
| Timely first pre-financing payments (in number)  | First pre-financing payments executed on time over total number of first pre-financing payments | ≥99%                                  |
| <b>External communication actions</b>  |   |                                       |
| Output   | Indicator   | Target                                |
| Information activities for the promotion of the calls  | At least 1 activity for each open call  | 100%                                  |

## Pilot Projects and Preparatory Actions

**Specific objective : From Decision C(2024) 927 final of 16/2/2024 on the financing of pilot projects and preparatory actions in the areas of sport, research and innovation (DG EAC)**

### Main outputs in 2025 :

| Output  | Indicator   | Target                                |
|---|---|---------------------------------------|
| Evaluations                                     | 1 evaluation completed  | 100%                                  |
|   | % of re-evaluated proposals   | Max 1% of evaluated proposals         |
| Call budget allocation                          | Budget allocated to the top rank proposals over the dedicated budget in the calls for proposals | >85% of budget announced in the calls |
| Timely first pre-financing payments (in number) | First pre-financing payments executed on time over total number of first pre-financing payments | ≥99%                                  |

## Part 4 – Modernising the administration: main outputs for 2025

### A. Human resource management

**Objective:** EACEA employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the agency's priorities and core business.

**Indicator 1 :** <sup>(45)</sup> **Number and percentage of female representation in middle management** <sup>(46)</sup>

**Source of data:** SYSPER

| Baseline  | Target   |
|---|--|
| female representation in middle management (31/12/2024)                             | Annual target to be decided by the Agency's Director in cooperation with the parent DGs taking into account the situation N-1 of the Agency as well as the objective of 50 % by 2025 <sup>(47)</sup> |
| 5 female middle managers representing 36% of the total middle management population | 50%  |

<sup>(45)</sup> Seconded middle managers are part of the seconding DGs' staff: The responsibility for achieving the targets is at DG level. The agency is responsible for providing with a regular overview to its parent DGs of the gender representation in middle management within the agency and coordinate between them.

<sup>(46)</sup> The functions of head of unit and head of department are hereby defined as middle management functions.

<sup>(47)</sup> 50% already by 2024, in line with the Gender Equality Strategy 2020-2025.

| Indicator 2: EACEA staff engagement index   |                                       |        |
|---|---------------------------------------|--------|
| Source of data: Commission staff or pulse survey  |                                       |        |
| Baseline:   | Target                                |        |
| Last European Commission staff survey (2023)  | Next European Commission staff survey |        |
| 71%   | To maintain                           |        |
| Main outputs in 2025:   |                                       |        |
| Output  | Indicator                             | Target |
| Connecting EACEA actions to provide insight into the work of the Agency and how it fits into the bigger picture | Level of satisfaction                 | 70%    |
| Dedicated trainings and staff development actions   |                                       |        |

## B. Sound financial management

| <b>Objective:</b> 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. |  |   |
|---|--|---|
| <b>Main outputs in 2025:</b>  |  |   |
| <b>Output</b>   | <b>Indicator</b>                               | <b>Target</b>   |
| Effective controls: Legal and regular transactions  | Estimated risk at payment                      | remains < 2 % of relevant expenditure   |
|   | Estimated risk at closure                      | remains < 2 % of relevant expenditure   |
| Efficient controls  | Budget execution and time-to-grant             | remains 100% of commitment appropriations <sup>(48)</sup> and remains 100% of grant agreements signed within 9 months |
|   | Budget execution and timely payments           | remains 99% of payment appropriations <sup>(49)</sup> and remains >96% of payments (in value) made on time            |
|   | The monitoring plans are in place and approved | 100%  |
| Economy of controls   | Overall estimated cost of controls             | remains in line with the average trend (as % of total funds managed) NB average of last 3 years is 5.5%               |

<sup>(48)</sup> Type of credits: C1, C5, E0

<sup>(49)</sup> Type of credits: C1, C5, E0

## C. Fraud risk management

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) <sup>(50)</sup> aimed at the prevention, detection and correction <sup>(51)</sup> of fraud

**Indicator:** Implementation of the actions included in EACEA's anti-fraud strategy over the strategy's lifecycle

**Source of data:** EACEA's annual activity report, EACEA's anti-fraud strategy, OLAF reporting

| Baseline<br>(2023)   | Interim milestone<br>(2025)   | Target<br>(2027)  |
|--|---|---|
| 0% of action points implemented of the AFS 2024-2027   | 50% of action points implemented in time of the AFS 2024-2027   | 100% of action points implemented in time of the AFS 2024-2027                    |
| <b>Main outputs in 2025:</b>   |   |   |
| Output   | Indicator   | Target  |
| Training on anti-fraud procedures  | Fraud awareness for prevention is increased for target groups as outlined in the EACEA anti-fraud strategy (evaluation of the usefulness of the training by participants) | 2 training sessions or lunchtime conferences per year                             |
| Newsletters on antifraud subjects  | Publication of newsletters  | At least 6 newsletters on anti-fraud subjects per year                            |
| Participation to meetings a) for newcomers b) with the project officers network c) ad hoc on suspicious projects | Number of meetings  | At least 4 meetings for a) and b)<br>Continuous for c)                            |
| Training on detection  | Fraud awareness for detection is increased for target group as identified in the EACEA anti-fraud strategy  | 2 training sessions per year  |
| Follow-up of OLAF fraud cases  | Regular monitoring  | OLAF recommendations implemented within 6 months of the reception of their report |
| Answer to OLAF or EPPO requests for information  | Delays for answering  | Complete answers and documents provided by the set deadline                       |
| Harmonisation and sharing of best practices among DGs and Agencies on all anti-fraud matters                     | Strengthened Cooperation with OLAF: Participation and contribution to FPDNET chaired by OLAF and FAIR network and working groups  | Ensure attendance upon FPDNET/FAIR requests                                       |

<sup>(50)</sup> Communication from the Commission "Commission Anti-Fraud Strategy Action plan – revision 2023: [COM 2023 405](#) of 11 July 2023 – ‘the Communication on the 2023 revision’ – and the accompanying revised action plan, [SWD 2023 245](#)– ‘the revised Action Plan’.

<sup>(51)</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

## D. Digital transformation and information management

**Objective:** EACEA is using innovative, trusted digital solutions for better information management and administrative processes to become a truly digitally transformed, user-focused and data-driven Agency

### **Indicator 1 : Degree of implementation of the digital strategy principles by the most important IT solutions**

**Source of data:** EACEA

| <b>Baseline</b><br>(2020) | <b>Interim milestone</b><br>(2023) | <b>Target</b><br>(2025) |
|---------------------------|------------------------------------|-------------------------|
| 44%                       | 71%                                | 100%                    |

### **Indicator 2 : Percentage of implementation of the corporate principles for data governance for EACEA's key data assets**

**Source of data:** EACEA

| <b>Baseline</b><br>(2020) | <b>Interim milestone</b><br>(2022) | <b>Target</b><br>(2025) |
|---------------------------|------------------------------------|-------------------------|
| 0%                        | 50%                                | 80%                     |

### **Indicator 3 : Percentage of staff attending awareness raising activities on data protection compliance**

**Source of data:**

| <b>Baseline</b><br>(2018)  | <b>Interim milestone</b><br>(2023)  | <b>Target</b><br>(2025)  |
|--|---|--|
| 16% of staff in post for 6 months or longer trained on the newest EU Data Protection Regulation (DPR) requirements | 80% of staff in post for 6 months or longer trained on the newest EU DPR requirements | 100% of staff in post for 6 months or longer trained on the newest EU DPR requirements |

### **Main outputs in 2025:**

| <b>Output</b>  | <b>Indicator</b>  | <b>Target</b>                       |
|--|---|-------------------------------------|
| <b>Digital Culture</b><br>Increase cybersecurity awareness for staff   | % of new staff that attends at least 1 cybersecurity training | At least 90%                        |
|  | Result of phishing exercises                                  | In line with the Commission average |
| <b>Digital-ready EU policymaking</b><br>New initiatives with an IT component get in contact with the relevant IT governance groups | Level of accomplishment                                       | 100%                                |
| <b>Business-driven Digital Transformation</b><br>Work plan of the working group on Data, Information & Knowledge                   | Level of accomplishment                                       | 100%                                |
| <b>Seamless Digital Environment</b><br>Streamline and harmonise the IT development of information systems run by EACEA             | Onboarding of IT Framework Contracts for ESCI, ESEP, EPALE    | 100%                                |



| Output  | Indicator   | Target   |
|---|---|--|
| <b>Green, Resilient and Secure Digital Infrastructure</b><br>Position in the Risk Maturity Quadrant (RMQ) | Evolution of the RMQ risk and maturity indicators | Remaining in the Low risk, High maturity quadrant. |

## E. Sound environmental management

**Objective:** EACEA takes account of the environmental impact of its day-to-day actions, taking measures to reduce the impact of its administration work, supported by their respective EMAS Correspondents.

### Main outputs in 2025:

#### I. Reducing emissions from staff and expert's business travel and reducing CO<sub>2</sub> and other atmospheric emissions

| Output  | Indicator  | Target (2019 as baseline)   |
|---|--|---|
| Reduced emissions from staff missions <sup>(52)</sup> | CO <sub>2</sub> emissions from executive agency's staff missions | Reduction <sup>(53)</sup> (baseline: 109,972kg CO <sub>2</sub> emissions) |

#### II. Reducing resource use in buildings and workspace (energy) More efficient use of resources (energy)

| Output  | Indicator  | Target  |
|---|--|---|
| Participation in corporate energy saving actions through building closure | Number executive agency's buildings participating in:<br>- end of year energy saving action<br>- summer energy saving action | 100% of executive agency's buildings participating in<br>- end of year energy saving action (if an agreement is found with the other EAs occupying the North Light building)<br>- summer energy saving action (number of closed days to be agreed with other EAs) |

#### III. Organise sustainable events

| Output   | Indicator         | Target (2022 as baseline, as appropriate)             |
|--|-------------------|---|
| Events concerning the implementation of the programmes (information activities for the promotion of the calls, meetings with beneficiaries, etc) | % of green events | Increase the % of events held on-line (baseline: 80%) |

<sup>(52)</sup> Data provided by PMO/MiPs

<sup>(53)</sup> Overall reductions of CO<sub>2</sub> emissions from missions for executive agencies from 2019-2024 (%). Overall corporate target is 50 % under the Greening Communication.

#### IV. Circular economy (public procurement (GPP), waste, biodiversity and sustainable food

| Output  | Indicator                              | Target (2022 as baseline, as appropriate)                           |
|---|--|---|
| Gradual introduction of GPP criteria in contracts | % of contracts with 'green' provisions | Maintain the % of contracts with 'green' provisions (baseline: 80%) |

#### V. Staff awareness

| Output   | Indicator                                 | Target (2021 as baseline, as appropriate)  |
|--|---|--|
| <p>Awareness actions in the framework of EMAS corporate campaigns on (for instance):</p> <ul style="list-style-type: none"> <li>- Energy and water use</li> <li>- Waste reduction/sorting</li> </ul> | Number of awareness/participatory actions | <p>Maintain the present situation:</p> <ul style="list-style-type: none"> <li>- 1 action in energy and water use</li> <li>- 1 action in waste reduction/sorting</li> </ul> |

## ANNEX 2: Resources: staff and budget

### A. Administrative budget

The 2025 administrative budget of the Agency was adopted by the Steering Committee on 13 December 2024.

| Programmes                                      | Title 1 (€ million) | Title 2 (€ million) | Title 3 (€ million) | Total         |              |                          | Grand total   |
|---|---------------------|---------------------|---------------------|---------------|--------------|--------------------------|---------------|
|   |                     |                     |                     | EU Budget     | EFTA/ EEA    | Third countries contrib. |               |
| Erasmus+  | 3.096               | 0.453               | 0.244               | 3.558         | 0.099        | 0.153                    | <b>3.810</b>  |
| Creative Europe                                 | 1.276               | 0.150               | 0.081               | 1.475         | 0.041        |                          | <b>1.517</b>  |
| CERV  | 0.539               | 0.062               | 0.034               | 0.612         |              |                          | <b>0.612</b>  |
| ESC   | 0.115               | 0.011               | 0.006               | 0.120         | 0.000        |                          | <b>0.120</b>  |
| Management and administrative support           | <b>5.026</b>        | <b>0.676</b>        | <b>0.364</b>        | <b>5.766</b>  | <b>0.141</b> | <b>0.153</b>             | <b>6.059</b>  |
| Erasmus+  | 34.054              | 4.988               | 2.689               | 39.141        | 1.092        | 1.681                    | <b>41.914</b> |
| Creative Europe                                 | 15.424              | 1.809               | 0.975               | 17.828        | 0.497        |                          | <b>18.325</b> |
| CERV  | 7.223               | 0.834               | 0.449               | 8.203         |              |                          | <b>8.203</b>  |
| ESC   | 1.375               | 0.126               | 0.068               | 1.441         | 0.003        | 0.136                    | <b>1.580</b>  |
| Total per source of financing within each Title | <b>58.076</b>       | <b>7.757</b>        | <b>4.182</b>        | <b>66.613</b> | <b>1.592</b> | <b>1.816</b>             | <b>70.022</b> |
| Total per Budget Title                          | <b>63.102</b>       | <b>8.433</b>        | <b>4.546</b>        | <b>72.379</b> | <b>1.733</b> | <b>1.969</b>             | <b>76.081</b> |

## B. Human resources

The 2025 establishment plan of the Agency was adopted by the Steering Committee on 13 December 2024.

| Programmes   | Staff (EU budget) |                             |            |            |                       | Staff from other fund sources | Total all staff |
|--|-------------------|-----------------------------|------------|------------|-----------------------|-------------------------------|-----------------|
|  | TAs               | Of which seconded officials | CAs        | SNEs (N/A) | Total staff EU budget | Third countries contributions |                 |
| <b>Erasmus +</b>   | <b>82</b>         | <b>27</b>                   | <b>250</b> |            | <b>332</b>            | <b>16</b>                     | <b>348</b>      |
| Erasmus + Heading 2  | 66                | 25                          | 200        |            | 266                   | 16                            | 282             |
| Erasmus+ Heading 6   | 16                | 2                           | 50         |            | 66                    |                               | 66              |
| <b>Subtotal operational staff for Erasmus+</b>                           | 74                | 22                          | 231        |            | 305                   | 14                            | 319             |
| <b>Subtotal management and administrative support staff for Erasmus+</b> | 8                 | 5                           | 19         |            | 27                    | 2                             | 29              |
| <b>Creative Europe</b>   | <b>39</b>         | <b>5</b>                    | <b>114</b> |            | <b>153</b>            | <b>4</b>                      | <b>157</b>      |
| Sub-programme Culture (parent DG EAC)                                    | 13                | 3                           | 37         |            | 50                    | 1                             | 51              |
| Sub-programme MEDIA <sup>(54)</sup> (parent DG CNECT)                    | 26                | 2                           | 77         |            | 103                   | 3                             | 106             |

---

<sup>(54)</sup> Including cross-sectoral

| Programmes  | Staff (EU budget) |           |            |  |            | Staff from other fund sources | Total all staff |
|---|-------------------|-----------|------------|--|------------|-------------------------------|-----------------|
| <b>Subtotal operational staff for Creative Europe</b>   | 35                | 4         | 106        |  | 141        | 4                             | 145             |
| <b>Subtotal management and administrative support staff for Creative Europe</b>                       | 4                 | 1         | 8          |  | 12         |                               | 12              |
| <b>Citizens, Equality, Rights and Values</b>  | <b>18</b>         | <b>2</b>  | <b>54</b>  |  | <b>72</b>  |                               | <b>72</b>       |
| <b>Subtotal operational staff for Citizens, Equality, Rights and Values</b>                           | 17                | 2         | 50         |  | 67         |                               | 67              |
| <b>Subtotal management and administrative support staff for Citizens, Equality, Rights and Values</b> | 1                 |           | 4          |  | 5          |                               | 5               |
| <b>European Solidarity Corps</b>  | <b>4</b>          |           | <b>9</b>   |  | <b>13</b>  |                               | <b>13</b>       |
| <b>Subtotal operational staff for European Solidarity Corps</b>                                       | 4                 |           | 8          |  | 12         |                               | 12              |
| <b>Subtotal management and administrative support staff for Solidarity Corps</b>                      |                   |           | 1          |  | 1          |                               | 1               |
| <b>Total</b>  | <b>143</b>        | <b>34</b> | <b>427</b> |  | <b>570</b> | <b>20<sup>(55)</sup></b>      | <b>590</b>      |

---

<sup>(55)</sup> 5 TAs and 15 CAs

## C. Delegated operational appropriations

The following appropriations are based on the information from the 2025 work programmes of the programmes delegated to the Agency and are indicative. They contain all types of credits (C1, C5, E0, R0). If more credits become available during the year for actions already included in the Commission Work Programmes or following their inclusion in amended ones, the Agency will need to commit the amounts in all fund sources that cannot be carried-over (C1, C5, E0) to next year. The budget shown is in EUR.

| Programme                                      | Budget lines                          | Responsible DG | Budget allocated     |
|--|---------------------------------------|----------------|----------------------|
| <b>Erasmus+</b>                                |                                       |                | <b>847 220 640</b>   |
| Erasmus+ H2                                    | 07 03 01 02, 07 03 02, 07 03 03       | EAC            | 638 477 000          |
| Erasmus+ H6 (NDICI, IPA III)                   | 14 02 01 50, 15 02 01 02              | EAC            | 208 743 640          |
| <b>IPA III</b>                                 | 15 02 02 01                           | ENEST          | <b>1 500 000</b>     |
| <b>Creative Europe</b>                         |                                       |                | <b>309 580 538</b>   |
| Culture  | 07 05 01                              | EAC            | 97 414 335           |
| MEDIA and Cross-sectoral                       | 07 05 02, 07 05 03                    | CNECT, EAC     | 212 166 203          |
| <b>Citizens, Equality, Rights &amp; Values</b> | 07 06 04, 07 06 02, 07 06 01          | JUST           | <b>143 100 000</b>   |
| <b>European Solidarity Corps</b>               | 07 04 01                              | EAC            | <b>21 605 000</b>    |
| <b>Intra-Africa Academic Mobility</b>          | 14 02 01 20, 14 02 01 21, 14 02 01 22 | INTPA          | <b>32 000 000</b>    |
| <b>Total</b>                                   |                                       |                | <b>1 355 006 178</b> |