The relationship between the agencification of EACEA and name changes in the organisational chart of the DG EAC

Hadewich Eggink

S1244981

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Supervisor: Dr. Brendan Carroll

Second Reader: Dr. Madalina Busuioc

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Leiden University

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1 Introduction

Since the Lisbon European Council of March 2000, education started to play a more central role within the European Union (EU) (Fredriksson, 2003, p. 523). This is because education policy could help to achieve the set strategic objective in response to the challenges of globalisation and the knowledge-driven society. This strategic objective focuses on "becoming the most competitive and dynamic knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion" (European Council, 2000, para. 5). To achieve this, the overall strategy aims to create better policies to prepare for the transition to a knowledge-based economy and society, modernising the European social model and sustaining a healthy economy. In addition, the education and training systems of Europe need to adapt to the demands of the knowledge society (European Council, 2000, para. 25). It is the first time that education and training is described by the EU as a major tool for implementing a strategic goal (Fredriksson, 2003, p. 523). At that time, there were already policy programmes, such as Socrates, Leonardo and Youth, focusing on education (European Council, 2000, para. 26). The European Council (2000) called for adaptations of these programmes to be better able to foster "the mobility of students, teachers and training and research staff" (para. 26).

The Commission can establish executive agencies to achieve the goals of programmes more effectively because of Council Regulation (EC) No 58/2003 (Council of the European Union, 2002, Rec. 4). The creation of agencies and the transfer of government or Commission activities to those agencies is called agencification (Trondal, 2014, p. 545). In 2005, the Commission established the Education, Audiovisual and Culture Executive Agency (EACEA) (Commission of the European Communities, 2005, Art. 1). This executive agency received the management of policy programmes in the fields of education, audiovisual and culture. Among these programmes were Socrates, Leonardo and Youth in the field of education (Commission of the European Communities, 2005, Art. 4). EACEA also received the management of programmes in the fields of audiovisual and culture because those sectors make large contributions to the European economy (European Parliament and the Council of the European Union, 2006d, Rec. 4; European Parliament and the Council of the European Union, 2006a, Rec. 6). This means that they work to achieve the strategic objective set up by the European Council. EACEA was established because it would be able to manage programmes more effectively (Commission of the European Communities, 2005, Rec. 5). When the duration term of many programmes ended in 2006, new policy programmes were created that integrated the previous programmes. This was done because there was a growing need for closer links between the programmes (European Parliament and the Council of the European Union, 2006c, Rec. 18).

EACEA can receive the management of policy programmes in the fields of education, audiovisual and culture, however, a Directorate-General (DG) remains responsible. For EACEA, the DG Education and Culture (EAC) is responsible for most of the policy programmes. Currently, there are five DGs responsible for the programmes managed by EACEA (European Union, 2018, p. 4). DG EAC is one of them. It is responsible for the programme Erasmus+ which receives the largest share in budget (European Union, 2018, p. 3). Furthermore, it is responsible for the Creative Europe-Culture programme. When EACEA receives the management of policy programmes, the DG EAC can focus more on its core tasks (Commission of the European Communities, 2008a, p. 2). The transfer of power might lead to name changes in units of the organisational chart of the DG EAC. The DG EAC might adapt its organisational chart because of the loss of power or a shift in focus.

This thesis will study the relationship between the agencification of EACEA and name changes of units in the organisational chart of the DG EAC.

1.1 Research question

The research question that this thesis will attempt to answer is: What is the relationship between the agencification of EACEA and name changes of units in the organisational chart of the DG EAC?

As a result of the agencification of EACEA, there might be multiple factors that can contribute to change in the organisational chart of the DG EAC. These factors might be the actual establishment of EACEA, the creation of policy programmes affecting EACEA and the delegation of power to EACEA. I will test if these factors lead to name changes in the organisational chart of the DG EAC.

To investigate the main research question, the following sub-questions are developed:

- When was EACEA established and re-established?
- Which policy programmes were created by the Commission and managed by EACEA?
- Which powers were delegated to EACEA and when?
- How did the organisational chart of the DG EAC change?

The sub-questions about the establishment of EACEA, the creation of policy programmes affecting EACEA and the delegation of power to EACEA are studied starting from 2005, the year of EACEAs initial establishment. The organisational charts of the DG EAC are studied from 15 June 2000. This is the first adaption of the organisational chart of the DG EAC after the Lisbon European Council. Moreover, by researching the organisational charts of the DG EAC from before the establishment of EACEA, it might

be possible to identify adaptations in the organisational chart to prepare for the establishment of EACEA.

1.2 Type and goal of the research

The goal of this research is to develop theory on the relationship between the agencification of EACEA and change in the organisational chart of the DG EAC. This might lead to a theory that applies to more or all executive agencies of the EU and national executive agencies and the DG or ministries responsible for them.

The type of research is within-case analysis and the method of analysis is process tracing. This will provide an in-depth analysis of the relationship between the agencification of EACEA and change in the organisational chart of the DG EAC. In process-tracing, there is a meticulous search for evidence to increase confidence in the hypothesised relationship (Punton & Welle, 2016, p. 2). With within-case analysis the focus is not only on one main explanatory variable and one outcome variable, but also on other predictions (Toshkov, 2016, p. 285). This will be useful to establish which factors contribute to change in the organisational chart of the DG EAC.

1.3 Scientific and societal relevance

While there is plenty of research on agencification and organisational change separately, no previous research was found on their relationship. This research aims to fill this gap by studying the relationship between the agencification of the executive agency EACEA and change in the organisational chart of the DG EAC. The results of this thesis can be used for further research to study if there is a relationship between the agencification of other agencies and the organisational chart of their responsible DG or ministry.

The study of the relationship between the agencification of EACEA and the name changes in the organisational charts of the DG EAC has a societal relevance because of the large budget of the agency. It is in the interest of all the citizens of the EU that EACEA functions properly. However, when power is delegated to an agency, there are always agency losses (Hawkins, et al., 2006, p. 9). In addition, the increase in agencification has increased the delegation problem which refers to the uncertainty that politicians face with bureaucrats and how bureaucrats will execute the policy decisions made by the politicians (Van Thiel & Yesilkagit, 2011, p. 784). The DG EAC is responsible for the programmes managed by EACEA and it will have to keep a close eye on the proper management of the programmes

by EACEA. The results of this research will show if the DG EAC experiences a loss of power or a shift in focus as a result of the agencification of EACEA.

1.4 Structure

The outline of this thesis is as follows. Chapter 2 discusses the existing literature on agencification, executive agencies, policy change, the delegation of power and organisational change. In chapter 3, three hypotheses are formulated and the concepts necessary for this research are conceptualised. Chapter 4 is the research design chapter that will discuss the method of analysis, case selection, operationalisation, method of data collection, reliability and validity. Chapter 5 describes the results of the document analysis on the establishment of EACEA, the creation of policy programmes affecting EACEA, the delegation of power to EACEA and the name changes in the organisational charts of the DG EAC. Chapter 6 discusses these results and determines if the hypotheses can be confirmed. Chapter 7 summarises the thesis, answers the research question, discusses the limitations to this research and suggests possible avenues for future research.

2 Literature review

This thesis will seek to investigate the relationship between the agencification of EACEA and name changes of units in the organisational chart of the DG EAC. This is done by reviewing the existing literature on agencification in the EU, executive agencies of the EU, the delegation of powers, policy change and organisational change. A discussion on agencification is necessary to understand what agencification is and why agencies are created in general and more specifically in the EU. The section on executive agencies elaborates on what executive agencies are and how and why they are established by the Commission. The policy change section describes what policy change is and what the common patterns in policy-making are. The section on the delegation of powers explains delegation and what its risks are. The section on organisational change discusses factors affecting organisational change, the types of change in organisations and the life cycle of organisations.

The sections discuss these subjects in this order because the theory on agencification has to be clear before the relationship between the creation of EACEA and name changes in the organisational chart of the DG EAC can be studied. Furthermore, after an executive agency is created, policy programmes are created and then delegated to the agency. These factors might affect organisational change in the parent DG that is responsible for the executive agency.

2.1 Agencification in the EU

Agencification refers to the transfer of tasks from a ministry or DG to an agency formally detached from government. This section will explore this further by defining agency, discussing the start of agencification, providing reasons for agencification and the types of agencies in the EU. Furthermore, the power of agencies and the network they operate in are discussed.

Agencification represents the transfer of government activities to an agency which is vertically specialised outside ministerial departments of national governments or DGs of the Commission (Trondal, 2014, p. 545). An agency is an organisation formally detached from government or ministerial bodies (Verhoest, 2017, p. 3). An agency employs public servants, it is financed by the government that created the agency and falls under public legal procedures (Trondal, 2014, p. 545). It is possible that agencies have a different financial system and personnel policies than government (Verhoest, 2017, p. 3). This is because agencies function under more business-like conditions. Agencies receive some level of autonomy from their respective governments for decision-making on their management or policies (Verhoest, 2017, p. 3; Trondal, 2014, p. 545). Agencies are confronted less with hierarchical and political influence regarding their daily operations and the political responsibility often remains with

the respective government minister. The agencies are created to perform public tasks, such as regulating, providing services and policy implementation (Verhoest, 2017, p. 3). Although some agencies are established to carry out a specific task for a definite time-period, there is some level of continuity over time. In addition, agencies have some resources on their own (Verhoest, 2017, p. 3).

Agencification exists longer on the national level than on the European level (Verhoest, 2017, p. 3). For example, in Sweden, agencies already exist for 300 years. Agencification in the EU started in the last couple of decades and has increased ever since (Egeberg & Trondal, 2016, p. 1). There are three waves of agencification that can be distinguished (Egeberg & Trondal, 2016, p. 4). The first wave was in 1975, the second wave from 1990 to 1999 and the third wave from 2000 until now.

In the EU, agencification can be seen as a "compromise between functional needs for the supply of more regulatory capacity at the European level, on one hand, and member states' reluctance to transfer executive authority to the Commission, on the other" (Egeberg & Trondal, 2016, p. 1). As a result, there has been an increase in agencies with (semi-) regulatory tasks since the 1990s. The creation of agencies by the EU has led to more supranationalism because the EU agencies are closer to the Commission than to other institutions or actors (Egeberg & Trondal, 2016, p. 1). The EU agencies operate between pure administration and politics (Egeberg & Trondal, 2016, p. 3). In addition, the tasks of the agencies have expanded which result in more regulatory functions for the agencies, for example, by making individual decisions.

Egeberg and Trondal (2016) identify four reasons for the EU to create agencies (p. 4). Firstly, a rational-choice approach argues that agencies are created to solve collective action problems. Within this approach, there is a specific focus on the principal-agent perspective and how it deals with transaction costs. In addition, EU agencies "represent a functional decentralisation of tasks" which ensures that the Commission holds its political focus (Egeberg and Trondal, 2016, p. 4). Secondly, focusing events can lead to the creation of EU agencies or changes in EU agencies to solve a crisis. Thirdly, fashionable ideas in public management and trends in administrative policy can result in the creation of EU agencies (Egeberg & Trondal, 2016, p. 4). The trend in the 1990s and post-2000 of the increase in EU agencies links to New Public Management. Fourthly, an institutional approach sees the creation of EU agencies as a development from regulatory networks and committees (Egeberg & Trondal, 2016, p. 4). Moynihan (2006) argues that agencification generally takes place "when there is a strong coalition with incentives based on positive expectation, and the potential opposition is weak and/or disorganised and/or misinformed" (p. 1041).

The Commission states multiple reasons to increase the use of EU agencies (Commission of the European Communities, 2008a, p. 2). Agencies help the Commission to focus on their core tasks because certain operational tasks are delegated to the agencies. Moreover, agencies provide expertise to the decision-making process of the Commission and help to enhance the visibility of the EU in its member states (Commission of the European Communities, 2008a, p. 2). The growing number of agencies perform important tasks which increases the significance for the Commission to have clarity about the role of agencies and their accountability (Commission of the European Communities, 2008a, p. 2).

There are five different types of agencies in the EU (European Union, n.d.). Firstly, there are decentralised (or regulatory) agencies tasked to implement EU policies. They try to strengthen cooperation between the EU and national governments and are created for an indefinite period. There are 32 decentralised EU agencies. Secondly, there are three agencies established under the Common Security and Defence Policy to fulfil specific tasks. Thirdly, there are executive agencies created for a definite time period to perform tasks of EU programmes (European Union, n.d.). EACEA is one of the six executive agencies of the EU. Fourthly, there are two EURATOM agencies and bodies developed to focus on nuclear energy. Finally, there are also other organisations created as public-private partnerships between the Commission and the industry (European Union, n.d.). There are currently seven of these other organisations.

The created agencies are often located outside the national capital, or, in the case of the EU, spread out throughout its member states (Trondal, 2014, p. 546). Decentralised agencies received more autonomy for decision-making and can, therefore, be located further from the EU's political heart. None of the decentralised agencies are located in Brussels. However, this is different for executive agencies. Five of the six executive agencies are located in Brussels and the other one is located in Luxembourg. Executive agencies are located in these cities because they must be situated where the Commission and its departments are (Council of the European Union, 2002, Art. 5). This difference in location can be explained by the nature of executive agencies as implementers of EU policies and, therefore, having to be close to institutions creating the policies. Next to the geographical distribution of agencies throughout the EU, agencies also differ in policy areas, legal standings and formal powers, staffing and funding provisions (Trondal, 2014, p. 546).

Most EU agencies are built with similar organisational features (Egeberg & Trondal, 2016, p. 3). They are organised at the EU level but separate from the EU institutions, their mandate and formal powers are limited and the agencies are managed by a director and management board. The employees of the

agencies usually have temporary or quasi-temporary contracts. The management board decides on "the agency's budget, the work programme, and the appointment and dismissal of its executive director, subsequent to the Commission's nomination of a candidate" (Egeberg & Trondal, 2016, p. 3). The management board consists mostly of representatives of member states, some representatives of the Commission and sporadically representatives of the European Parliament or interest groups.

According to Simon, Smithburg and Thompson, organisations distinguish themselves through the way they were created (Rainey, 2014, p. 410). There is an influential set of interests that support the formation of an organisation in order to work on the issue pressed for and the issue must be disclosed publicly. Interest groups want new agencies to be formed to work on issues they see a need for (Rainey, 2014, p. 410). It is possible that a new agency splits off from an existing agency. Moreover, agencies can also be established to pursue the goals of a charismatic leader which Weber coined the "routinisation of charisma" (Rainey, 2014, p. 410).

According to Trondal (2014), EU agencies are often seen as weak, however, this has improved by shifting from a quantitative focus to a more qualitative focus with agencies being created in policy domains of core state powers and by receiving more regulatory power (p. 546). Agencies are created by the EU to transfer action capacity from the member states to the agency at the EU level (Trondal, 2014, p. 546). It strengthens the executive power of the Commission because the EU agencies tend to have a stronger relationship with the Commission than with the governments of the member states. This is supported by EU agency officials that confirm that the Commission is the most important institution in the environment of an agency (Egeberg & Trondal, 2016, p. 7). Additionally, when agencies formulate rules, they seem to work as integral parts of the Commission DGs (Egeberg & Trondal, 2016, p. 7). However, in highly technical fields, the Commission often only rubber-stamps proposals instead of being more active in the process. Furthermore, EU agencies perceive themselves as having less influence than the Commission and more influential than national agencies in developing EU policies (Egeberg & Trondal, 2016, pp. 7-8).

EU agencies often have relations with other agencies (Trondal, 2014, p. 546). For example, EU agencies are part of hubs of networks with national agencies (Egeberg & Trondal, 2016, p. 1). The networks can be crucial in supplying policy information and in the forming of common behavioural standards (Rittberger & Wonka, 2011, p. 781). More interaction in the networks leads to the incentive to perform well which can result in a more effective network. The Commission has influenced EU regulatory networks by entering existing networks, advocating for the creation of networks and creating a EU agency as hub in existing networks of national agencies (Egeberg & Trondal, 2016, p. 7). By embedding

agencies in a network and improving its reputation, agencies can forge more autonomy or protect its autonomy in a crisis situation (Verhoest, 2017, p. 9).

This section discussed that agencification indicates the transfer of government activities to an agency vertically specified out of a ministry for national agencies or out of a DG for EU agencies. The employees of these agencies are public servants and the agency is financed by the government creating the agency. National agencies have existed for more than 300 years and the EU started to create agencies in 1975. The increase in agencies with (semi-) regulatory tasks in the EU is seen as a compromise between states not wanting to give more power to the EU and at the same time accepting the need for an increased regulatory capacity at the European level. EU agencies are created to solve collective action problems, as a result of a focusing event to solve crises, because of trends in public management or as a development from regulatory networks and committees. The Commission establishes agencies because they help the Commission focus on its core tasks by taking over operational tasks, provide expertise and increase the visibility of the EU in its member states. These reasons for the creation of agencies are focused on different things and it is, therefore, possible that the creation of an agency links to multiple reasons.

Executive agencies are one of the five types of agencies in the EU. Five out of six executive agencies are located in Brussels and the final one is located in Luxembourg. The organisational features of EU agencies are often similar and they have relations with other agencies through hubs of networks with national agencies. EU agencies are often deemed weak, but their weakness is improved by delegating more regulatory power. This literature focuses on regulatory or decentralised agencies and not specifically on executive agencies. Executive agencies are weaker by their establishment because they are specifically created to execute tasks and not to regulate. The following section discusses executive agencies in more detail.

2.2 Executive agency

As discussed previously, the Commission has multiple reasons for creating executive agencies. They decrease the work-load of the Commission by managing programmes, provide expertise and increase the visibility of the EU in its member states. This section discusses the definition of executive agencies and how they can be established in the EU as a result of Council Regulation (EC) No 58/2003. EACEA is one of the executive agencies established by the Commission.

Agencies are a form of alternative service deliverers for governments, together with partnerships and profit and not-for-profit private entities (Gains, 2003, p. 55). There is not one fixed definition of an executive agency because the level of autonomy and accountability can vary (Gains, 2003, p. 56). The definition often involves an agency that is created at arm's length of government with "limited financial, legal and structural autonomy and greater hierarchical accountability than a private sector partner or voluntary organisations" (Gains, 2003, p. 56). Executive agencies exist at the national level or European level. The first executive agencies were introduced in the United Kingdom in 1989 and in the EU in 2003 (Gains, 2003, p. 56; Council of the European Union, 2002).

The EU can create executive agencies as a result of Council Regulation (EC) No 58/2003 (Council of the European Union, 2002). With this Regulation, the Council of the European Union created the opportunity for executive agencies to be founded and to task them with the management of Community programmes. The executive agencies must be located close to the headquarters of the Commission and are established for a limited period (Commission of the European Communities, 2008a, p. 3). In this Regulation, it is described that there is an increase in the number of programmes created and the Commission has the responsibility to implement them (Council of the European Union, 2002, Rec. 1). Since the Commission should be accountable to the citizens of the EU member states, it should focus on its institutional tasks. This means that if possible, some tasks could be delegated to third parties, such as executive agencies. The outsourcing of tasks might result in achieving the goals of programmes more effectively (Council of the European Union, 2002, Rec. 4). Furthermore, outsourcing should stay within the limits of the powers of the Commission and is subject to a cost-benefit analysis (Council of the European Union, 2002, Rec. 6).

In Council Regulation (EC) No 58/2003, it is described that the Commission is best qualified in determining what tasks can be delegated to an executive agency (Council of the European Union, 2002, Rec. 9). When tasks are transferred to executive agencies, the Commission remains responsible and it should, therefore, maintain control over its operation. The executive agency has to collaborate thoroughly with the DGs of the Commission. This is ensured by locating the executive agency at the same place as the DGs of the Commission (Council of the European Union, 2002, Art. 5).

The Commission has the power to create, extend or dismantle an executive agency (Council of the European Union, 2002, Rec. 10). Additionally, the Commission decides if some parts or all of the implementing tasks are delegated to the executive agency (Council of the European Union, 2002, Rec. 13). These can consist of "managing all or some of the phases in the lifetime of a given project, implementing the budget, gathering and processing information to be forwarded to the Commission

and preparing recommendation for the Commission" (Council of the European Union, 2002, Rec. 13). The Commission is not allowed to delegate tasks that require "discretionary powers in translating political choices into action" (Council of the European Union, 2002, Rec. 13).

The Commission also has the authority to appoint the members of the Steering Committee and Director of the executive agency (Council of the European Union, 2002, Rec. 11). This is to ensure that the Commission does not relinquish the control over the delegated tasks. The Steering Committee adopts its own rules of procedure (Council of the European Union, 2002, Art. 9). Moreover, it adopts the annual work programme and administrative budget of the executive agency which has to comply with the programming defined by the Commission. Furthermore, it has to send an annual activity report to the Commission for approval each year (Council of the European Union, 2002, Art. 9). The annual activity report is attached as an annex to the report of their parent DG (Commission of the European Communities, 2008a, p. 3). It further decides on the organisational structure of its departments. The Director represents the executive agency and is responsible for its management (Council of the European Union, 2002, Art. 11). It prepares the annual work programme, annual activity report and other work for the Steering Committee. The Director is also responsible for personnel management in the executive agency. As a result of these responsibilities, the executive agency is accountable for its actions (Council of the European Union, 2002, Art. 21).

An external evaluation report must be drawn up of the first three years after an executive agency is established (Council of the European Union, 2002, Art. 25). It will be repeated every three years. The evaluation includes a cost-benefit analysis. If the evaluation report advises change, the executive agency and Commission shall take appropriate measures to achieve change. Furthermore, if the Commission determines that the existence of an executive agency is not necessary anymore, it can decide to terminate it (Council of the European Union, 2002, Art. 25).

Council Regulation (EC) No 58/2003 creates the opportunity for executive agencies to be created by the Commission. This resulted in the establishment of EACEA in 2005. The creation of this agency can be linked to the EU setting the strategic goal "to become the most competitive and dynamic knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion" at the Lisbon European Council (European Council, 2000, para. 5). According to the EU, education is one of the factors that can contribute to the EU becoming more competitive (Fredriksson, 2003, p. 543). Therefore, they created an executive agency that could manage programmes in the field of education more effectively.

This section has discussed that executive agencies are alternative service providers for governments. The definition of executive agencies is not fixed because their level of autonomy and accountability can vary. The definition often includes the location of the executive agency close to government with limited financial, legal and structural autonomy. Executive agencies in the EU can be established by the Commission referring to Council Regulation (EC) No 58/2003. EU executive agencies must be located where the Commission and its respective departments are located and are set up for a limited term. The Commission can decide to create an executive agency if a cost-benefit analysis shows that the management of programmes can be performed more efficiently in executive agencies. In addition, the Commission can decide to extend or dismantle an executive agency. The Commission is best qualified to determine which tasks should be delegated to an executive agency. When tasks are delegated, the Commission remains responsible and must maintain control over its operation. This is, for example, done by appointing the members of the Steering Committee and Director to the executive agency. After the creation of the executive agency, an evaluation report has to be drawn up every three years. The Commission and executive agency have to take appropriate measures to implement the recommended change.

In 2005, the executive agency EACEA was created to help achieve the strategic goal of Europe becoming the most competitive and dynamic knowledge-based economy in the world. To achieve this, policy programmes have to be created and power has to be delegated to the executive agency. The next sections will elaborate on this.

2.3 Policy change

The creation of an agency is a form of policy in itself. This section discusses policy change, the two common patterns of change in public policy-making and the shift in EUs education policy to economic-functional goals.

To be able to define policy change, the concept of policy has to be defined first. However, defining policy is difficult because the existing definitions are vague, broad and intuitively obvious (Burstein, 2014, p. 20). The definitions refer to things the government does, might do or might decline to or what people believe governments should do. Policy is studied by looking at laws, policy proposals, expenditures or policy preferences of elected officials and other elites (Burstein, 2014, pp. 21-22). Policy change refers to a new version of a law, policy proposal, expenditure or policy preferences that differ from the previous situation.

There are two common patterns of change in public policy-making: normal policy change and atypical policy change (Howlett, Ramesh & Perl, 2009, p. 202). Most policies consist of normal policy change. These policies can be seen as a continuation of past policies and practices. There is only an incremental change in the new policy. Normal policy change occurs frequently because the involved actors, ideas and institutions hardly change (Howlett, Ramesh & Perl, 2009, p. 203). Atypical policy change does consist of a change in policy ideas, institutions, interests and processes (Howlett, Ramesh & Perl, 2009, p. 202). An example is the termination of policy. Atypical policy change occurs when there is a significant change in the components of policy regimes (Howlett, Ramesh & Perl, 2009, p. 203). There is a punctuated equilibrium resulting from a crisis or conflict (True, Jones & Baumgartner, 2007, p. 157). This means that there are sudden increases in attention to the policy issue followed by stable periods when issues appear and diminish from the public agenda.

In the ordinary legislative procedure of the EU, the Commission proposes policies and the European Parliament and the Council of Ministers approve it. The policies proposed by the Commission can consist of normal or atypical policy change. The Commission Decisions creating new policies in the fields of education, audiovisual and culture and delegating powers to EACEA can differ significantly in size and lead to different levels of adaptability by EACEA and its parent DG EAC.

Walkenhorst (2008) found that there is a shift in the EUs education policy from politico-economic to economic-functional goals (p. 567). Before 1999, the EUs policy focused on information, communication, mobility and exchange (Walkenhorst, 2008, p. 568). This changed with the Bologna process in 1999 and the Lisbon strategy in 2000. New policy modes were added, the scope was extended to include non-EU members in the field of higher education and new policies focused on economisation and functionalisation. Walkenhorst (2008) argues that the emphasis of the EU is on using education as a tool for employment and global economic competitiveness. However, it still also focuses on information, cooperation, exchanges and funding schemes (p. 581).

This section discussed that the definition of the concept of policy is vague, broad and intuitively obvious. Policy consists of laws, policy proposals, expenditures and policy preferences. Policy change refers to a change in these policies. There are two common patterns of change in public policy-making. First, there is normal policy change with incremental change in the new policies. Most policy change is incremental. Second, there is atypical policy change with large changes in policies. The Commission Decisions creating new policy programmes in the fields of education, audiovisual and culture and delegating them to EACEA could be forms of either normal or atypical policy change. Since 1999, the focus of the EUs education policy shifted from politico-economic to economic-functional goals.

2.4 Delegation of power

When executive agencies are created, there is a delegation of power from the Commission to the agency. This section discusses the definition of delegation, the relationship between the principal and the agent and the problems the principal faces by delegating authority to an agent. Additionally, the motives for agencification are described by two logics of delegation and the increase in agencification has broadened and deepened the delegation problem.

Delegation is the transfer of authority from a principal to an agent (Hawkins, Lake, Nielson & Tierney, 2006, p. 7). This empowers the agent to act on behalf of the principal. The principal grants the power for a specific time but must also able to revoke it. In the case of the EU, the Commission is the principal that delegates authority to the agent, the executive agencies. The Commission has the power to create, extend or dismantle an executive agency (Council of the European Union, 2002, Rec. 10). The delegated powers can be increased when the executive agency functions properly. When the executive agency does not perform up to standard, the delegated power could be reduced or the executive agency could be ceased to exist (Hawkins, et al., 2006, p. 7).

The relationship between a principal and an agent is governed by a contract which might be implicit or informal (Hawkins, et al., 2006, p. 7). The Commission delegates powers to executive agencies through formal contracts by using Commission Decisions. One of the dimensions in the contract between the principal and the agent is discretion (Hawkins, et al., 2006, p. 8). Discretion entails that the authority delegated from the principal to the agent describes the goal, but not how to reach this goal. The agent can decide which actions it takes to reach the goal. Discretion is an intentional part of the contract between the principal and the agent. This is more limited for executive agencies of the EU as they are only managing programmes and not creating policies to reach an aim.

Although contracts prescribe what agents must do, they do not always fulfil these tasks (Hawkins, et al., 2006, p. 8). The agent could take action which is undesired by the principal. This is called agency slack and it occurs in two forms: shirking and slippage (Hawkins, et al., 2006, p. 8). Shirking means that the agent does as little as possible to achieve the goals of the principal. Slippage means that the agent pursues its own policy preferences which differs from the preferred outcome of the principal. The director of the executive agencies of the EU have to create annual reports detailing its activities and send it to the Commission for approval (Council of the European Union, 2002, Art. 11). Additionally, every three years an evaluations report is drawn up to determine if change is necessary in the executive

agency (Council of the European Union, 2002, Art. 25). With these measures, the Commission tries to prevent shirking and slippage.

When power is delegated to an agent, there are always agency losses (Hawkins, et al., 2006, p. 9). This occurs with agents that engage in undesired independent action but also with agents that act as the principal intends. This is because the principal always has to incur costs of supervising the agent. To determine if delegating tasks to an agent is worthwhile, the principal has to weigh the benefits of delegation against the disadvantages of agency losses. The Commission draws up a cost-benefit analysis to investigate if the delegation of tasks leads to achieving the goals of programmes more effectively (Council of the European Union, 2002, Rec. 4, 6). An executive agency can be created when the cost-benefit analysis is positive.

Van Thiel and Yesilkagit (2011) describe the motives for agencification with two "logics of delegation" (p. 785). The first logic is the credibility of policy commitment which will increase when a public task is delegated to an agent. This is because there are fewer possibilities for interference and the risks of partiality or partisanship are lower. It is expected that this increases the quality of policy execution by the agent (Van Thiel & Yesilkagit, 2011, p. 785). At the same time, less interference of the principal leads to less liability or accountability which might result in shifting the blame to the agent when it is not performing well. The EU seems to be focused on achieving its strategic goal of becoming "the most competitive and dynamic knowledge-based economy in the world" by creating EACEA to manage programmes in the fields of education and culture more effectively (European Council, 2000, para. 5; Fredriksson, 2003, p. 543). The second logic is the expected reduction of decision-making costs (Van Thiel & Yesilkagit, 2011, p. 785). It assumes that expert executive agencies carry out policy more efficiently. This can be achieved by operating the agencies more as a business (Van Thiel & Yesilkagit, 2011, p. 786). This is also assumed by the Commission and checked by a cost-benefit analysis before an executive agency is created (Council of the European Union, 2002, Rec. 4, 6).

The delegation problem concerns the uncertainty politicians face with bureaucrats and how they will execute the policy decisions made by the politicians (Van Thiel & Yesilkagit, 2011, p. 784). Van Thiel and Yesilkagit (2011) argue that the rise of agencification has broadened and deepened the delegation problem (p. 784). Firstly, there is a risk of bureaucratic drift because of the increased discretionary authority of the executive agencies. Secondly, because the executive agencies operate at arm's length of the government, there are limited possibilities for control and accountability through existing monitoring procedures. Thirdly, agencification has created a new principal-agent relationship because "voters (principal) elect politicians (agent) to act on their behalf, politicians (principal) charge

bureaucrats (agent) with the implementation of their decisions and bureaucrats (principal) delegate this task to the new executive agents" (Van Thiel & Yesilkagit, 2011, p. 784). This enlarges the original delegation problem because bureaucrats become the principal. Furthermore, the implementation of policy in executive agencies occurs outside government bureaucracy.

This section discussed that delegation refers to the transfer of authority from principal to agent. The principal can revoke the delegation of power at any time. In the EU, the Commission is the principal that delegates authority to agencies. The delegation of power between principal and agent is governed by some sort of contract. In the EU, these are Commission Decisions. Principals face the risk of agency slack and agency losses by delegating authority to an agent. The motives of agencification can be explained by two logics of delegation. These are the credibility in the policy commitment which increases when a task is delegated to an agent and the expected reduction of decision-making costs. The rise of agencification has broadened and deepened the delegation problem by a risk of bureaucratic drift because of the increased discretionary authority, limited opportunities of control because of the closeness of the agency to government and the creation of the extended principal-agent relationship.

2.5 Organisational change

This section discusses organisational change. Organisational change refers to a change that occurs in an organisation. This can be caused by the organisation wanting to be more effective or more competitive. As a result, it changes its organisation to achieve this. If organisations resist change, it is more likely that other organisations will advance further. This could negatively impact the organisation resisting change. In this research, the organisational change in the organisational chart of the DG EAC will be investigated. There are multiple factors that might affect the organisational chart of the DG EAC and it is researched if policy-related factors affect the organisational chart of the DG EAC. Because of this, this section discusses factors affecting organisational change and types of change. Moreover, the life-cycle of organisations and its structure are discussed.

There are multiple factors that affect organisational change. The decisions of central governments can be a direct factor of organisational change. This can consist of "policy changes, changes in financing and new regulations implemented by central governments" or EU regulations for EU member states (Kuipers, et al., 2014, p. 7). Moreover, political actors involved in the change process can make demands to the public organisation (Kuipers, et al., 2014, p. 7). The impact actors have on organisational change are linked to "their ability to impose statutory changes and control the flow of

vital resources to public organisations" (Fernandez & Rainey, 2006, p. 171). According to Weber, it is also possible that organisational change occurs as a result of people pursuing the goals of a charismatic leader (Rainey, 2014, p. 410). Additionally, Pollitt and Bouckaert state five factors that influence organisational change in public organisations: "socio-economic forces, political system characteristics, elite decision-making regarding the desirability and feasibility of change, the occurrence of change events such as scandals, and administrative system characteristics" (Kuipers, et al., 2014, p. 6).

Next to multiple factors affecting organisational change, there are also several types of change in organisations. Daft states four types of change in organisations (Rainey, 2014, p. 424). There are technology changes in products used for production or other computerised systems. Furthermore, administrative changes consist of "new performance-appraisal systems", "pay-for-performance systems" and "affirmative action programs" (Rainey, 2014, p. 424). In addition, there can be changes in products and services. Moreover, training, development and recruitment attempts focused on improving leadership or increasing the skills of employees result in changes in human resources. The change in organisations can occur purposefully or more naturally when organisations move through phases of development or respond to focusing events (Rainey, 2014, p. 410). The two kinds of changes can also take place simultaneously. The focusing event can, thus, affect organisational change purposefully or more naturally. Other types of organisational change can be planned or unplanned change and transformational or incremental change (Fernandez & Rainey, 2006, pp. 168, 173).

Organisational change can occur in all stages of the life cycle of an organisation. Downs established a three-stage life-cycle which was criticised by Quinn and Cameron with their four-stage life-cycle. Downs argues that organisations have a three-stage life-cycle (Rainey, 2014, p. 410). The first stage consists of a struggle for autonomy. Partisans and general administrators control organisations and try to find political support to increase legitimacy and funding (Rainey, 2014, p. 411). When the organisation has firmly established itself, it enters the second stage of rapid expansion. In this stage, the organisation focuses on innovation. After some time, the organisation will enter the deceleration phase where the focus is on elaborating rules and guaranteeing coordination and accountability (Rainey, 2014, p. 411). The partisans and general administrators will continue to work for the organisations as conserver of the organisation or find other goals to achieve outside the organisation.

Quinn and Cameron criticise the three-stage life-cycle of Downs because it "oversimplifies the foot-dragging bureaucracy" (Rainey, 2014, p. 411). As a result, they developed their own framework with four stages. The first stage is the entrepreneurial stage where there is innovation, creativity and trying to bring in resources (Quinn & Cameron, 1983, p. 43). The second phase is the collectivity stage where

the focus is on the satisfaction of human needs to develop cohesion and commitment to the organisation (Quinn & Cameron, 1983, p. 44). If this is done well, organisations are often effective in this stage. The third stage is the formalisation stage where organisations are characterised by "organisational stability, efficiency of production, rules and procedures, and conservative trends" (Quinn & Cameron, 1983, p. 44). In this phase, achieving goals, productivity and efficiency are most important, although these criteria are also important in the other stages of the organisational cycle. The fourth stage is the elaboration of structure stage where the organisation observes if there are external demands for the organisation to renew or expand (Quinn & Cameron, 983, p. 44).

Organisational change can affect the organisational structure of an organisation which consists of formal and informal relations between members (Kessler, 2013, p. 569). The formal structure includes hierarchy, rules and the organisational chart. The informal structure can be made up of the relationship between co-workers and members acting corruptly (Kessler, 2013, pp. 569-570). With organisational design, the organisational structure is deliberately shaped to be more efficient or profitable (Kessler, 2013, p. 570). The contingency theory is the main contemporary theory of organisational structure (Kessler, 2013, p. 570). It assumes that for an organisational structure to produce beneficial outcomes, such as high organisational performance, it has to fit certain contingencies. These contingencies are strategy, size, uncertainty, interdependence and innovation. Changes in these contingencies can affect the organisational chart of an organisation.

This section discussed that one of the factors that affects organisational change is policy change. In addition, there are multiple types of organisational change which can be planned or unplanned, corrective or developmental and result in significant or incremental change in the organisation. Organisations go through a life-cycle when they are established. Organisational change that occurs at a certain moment can be related to the life-cycle phase of the organisation. The formal structure of the organisation includes the organisational chart. If there is a change in the organisation, it is likely that the organisational chart is adapted.

This chapter discussed the existing literature about the agencification of EACEA, executive agencies of the EU, policy change, the delegation of powers and organisational change. This is done because this thesis attempts to research what the relationship between the agencification of EACEA and name changes of units in the organisational chart of the DG EAC is. This chapter has shown that when the creation of agencies is seen as a policy change, it might influence the organisational chart of its parent DG. This is done by its establishment, the creation of policy programmes and the delegation of power.

3 Theory

The literature review chapter showed that the creation of agencies can be seen as policy change and it might influence the organisational chart of its parent DG. This is possible through its establishment, the delegation of power and the creation of policy programmes. This section will develop three hypotheses that will help to answer the research question about the relationship between the agencification of EACEA and change in the organisational chart of the DG EAC. The three hypotheses focus on factors that might affect the organisational chart. These are the establishment of EACEA, policy change affecting EACEA and the delegation of power to EACEA. In the conceptualisation section, the concepts agencification, executive agency of the EU, policy change, the delegation of power and organisational change are conceptualised. These concepts are necessary to test the hypotheses and answer the research question.

3.1 Hypotheses

Agencification in the EU led to the creation of executive and other types of agencies (European Union, n.d.). It signifies the transfer of government activities to an agency vertically specified out of a DG (Trondal, 2014, p. 545). The motivation for the Commission to establish agencies stems from the possibility to focus on core tasks by having the agency taking over operational tasks, providing expertise and increasing the visibility of the EU in its member states (Commission of the European Communities, 2008a, p. 2). Executive agencies are alternative forms of service deliverers for governments (Gains, 2003, p. 55). They are established for a limited period and are located close to the headquarters of the Commission (Commission of the European Communities, 2008a, p. 3). The Commission created the executive agency EACEA to help achieve the strategic goal of becoming "the most competitive and dynamic knowledge-based economy in the world" (European Council, 2000, para. 5). This is done by the management of EU programmes focusing on achieving the strategic goal. According to the EU, education is one of the factors that can contribute to the EU becoming more competitive (Fredriksson, 2003, p. 543). Since 1999, the EU has focused its education policy more on economic-functional goals (Walkenhorst, 2008, p. 567). These changes in the EUs education policy can affect organisational change (Kuipers, et al., 2014, p. 7).

The establishment of an executive agency is a sort of policy change that might lead to organisational change. When a name is changed in the organisational chart of the DG EAC, this might be the result of the loss of power or a shift in focus. Since the DG EAC remains responsible for the programmes, it is likely that this is visible in the organisational chart. The name of the unit will reflect the most important

tasks and when this is changed in the DG EAC, this might be because of the establishment of EACEA. Therefore:

> H_1: The establishment of EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

The definition of policy change is both broad and vague (Burstein, 2014, p. 20). The establishment of programmes in the fields of education and culture that are managed by EACEA are a form of policy change. These policy programmes can be classified as normal policy change or atypical policy change (Howlett, Ramesh & Perl, 2009, pp. 202-203). Both forms might affect the organisational chart of the DG EAC by changing the names of units. This might reflect a loss of power or a shift in focus in the DG EAC because of a change in the policy programmes managed by EACEA. Therefore:

> H_2: Policy change affecting the programmes managed by EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

With agencification in the EU, the Commission, as principal, delegated power to the executive agency EACEA, as agent (Hawkins, Lake, Nielson & Tierney, 2006, p. 7). The Commission has the power to create, extend or dismantle an executive agency (Council of the European Union, 2002, Rec. 10). When the executive agency functions properly, the delegated power can be extended. The Commission has changed the delegated powers to EACEA on numerous occasions. The Commission might extend the delegation of power because it increases the credibility of policy commitment and it reduces decision-making costs (Van Thiel & Yesilkagit, 2011, p. 785). This extension of delegated powers to EACEA might lead to the DG EAC adapting its organisational chart by changing the names of units. This might reflect a loss of power or a shift in focus in the DG EAC because the task is delegated to EACEA. Therefore:

> H_3: The delegation of power to EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

3.2 Conceptualisation

This section discusses the conceptualisation of agencification, executive agency of the EU, policy change, the delegation of power and organisational change. These concepts are conceptualised because they are essential in attempting to answer the research question about the relationship between the agencification of EACEA and name changes in the organisational chart of the DG EAC. When the creation of EACEA is seen as policy change if can affect the organisational chart of the DG EAC by its establishment, change in policy programmes and the delegation of power.

3.2.1 Agencification

Agencification refers to the transfer of government activities to an agency vertically specified out of a ministry or DG (Trondal, 2014, p. 545). The agency is financed by the government that created it and its employees are civil servants. The EU started with agencification in 1975 and since then, many agencies were created (Egeberg & Trondal, 2016, pp. 1, 4). EU agencies are created to solve collective action problems, as the result of a focusing event to solve crises, because of trends in public management or as a development from regulatory networks and committees (Egeberg and Trondal, 2016, p. 4). The reason the Commission provides for establishing agencies is that they help the Commission focus on its core tasks by taking over operational tasks, provide expertise and increase the visibility of the EU in its member states (Commission of the European Communities, 2008a, p. 2). The organisational features of EU agencies are often similar (Egeberg & Trondal, 2016, p. 3). The agencies of the EU are often deemed weak, however, this is improved by delegating more regulatory power (Trondal, 2014, p. 546). One of the five types of agencies created in the EU is the executive agency which has no regulatory power (European Union, n.d.). It only has the power to manage policy programmes. The following subsection will elaborate on this.

3.2.2 Executive agency of the EU

There is no fixed definition of executive agencies because they can vary in the level of autonomy and accountability (Gains, 2003, p. 56). In the EU, executive agencies can be established as a result of Council Regulation (EC) No 58/2003 (Council of the European Union, 2002). The Commission decides on its creation if a cost-benefit analysis shows that programmes can be better managed in executive agencies (Council of the European Union, 2002, Rec. 6). To check this, an evaluation report is drawn up every three years (Council of the European Union, 2002, Art. 25). If the evaluation report advises change, the executive agency and the Commission have to take appropriate measures to achieve change. Additionally, if the Commission determines that the executive agency is not necessary anymore, it can decide to terminate it (Council of the European Union, 2002, Art. 25). Executive agencies in the EU are set up for a limited term and must be located where the Commission and its respective department are situated (Commission of the European Communities, 2008a, p. 3; Council of the European Union, 2002, Art. 5).

EACEA is the executive agency which was established by the Commission in 2005 to contribute to the strategic goal “to become the most competitive and dynamic knowledge-based economy in the world capable of sustainable economic growth with more and better jobs and greater social cohesion” (European Council, 2000, para. 5).

3.2.3 Policy change

Policy change can be conceptualised as a change in laws, policy proposals, expenditures or policy preferences (Burstein, 2014, pp. 21-22). Since the definition of policy is vague and broad, policy change could also occur in other situations (Burstein, 2014, p. 20). Policy change can be normal with incremental change or atypical with large change (Howlett, Ramesh & Perl, 2009, pp. 202-203). Most policy change is incremental because the involved actors, ideas and institutions hardly change. The policies of the EU in the field of education have shifted from politico-economic to economic-functional goals (Walkenhorst, 2008, p. 567).

3.2.4 Delegation of power

Delegation of power is conceptualised as the transfer of authority from a principal to an agent (Hawkins, Lake, Nielson & Tierney, 2006, p. 7). The authority can be revoked at any time. The Commission is the principal that delegates authority to EU agencies which are the agent (Council of the European Union, 2002, Rec. 10). The delegation of power is governed by a contract (Hawkins, et al., 2006, p. 7). In the EU, the contract is a Commission Decision. Principals face the risk of agency slack and agency losses by delegating authority to an agent (Hawkins, et al., 2006, pp. 8-9). The motives of agencification can be explained by two logics of delegation: the increased credibility in the policy commitment because of the delegation to an agent and the expected reduction of decision-making costs (Van Thiel & Yesilkagit, 2011, p. 785). The rise of agencification has broadened and deepened the delegation problem by a risk of bureaucratic drift because of the increased discretionary authority, limited opportunities of control resulting from the closeness of the agency to government and the creation of the extended principal-agent relationship (Van Thiel & Yesilkagit, 2011, p. 784).

3.2.5 Organisational change

Organisational change refers to change in an organisation. This can be within a government, agency, business or other organisations. An organisation can implement change to be more efficient or become more competitive. If an organisation resists organisational changes it might negatively impact their position compared to organisations that do implement organisational change. Policy change is identified as one of the factors directly affecting organisational change (Kuipers, et al., 2014, p. 7). Organisational change can be planned or unplanned, corrective or developmental and significant or incremental (Rainey, 2014, p. 410; Fernandez & Rainey, 2006, pp. 168, 173). Organisational change is likely to be linked to the phases of an organisation's life-cycle as this requires different types of organisational change. The organisational chart is one of the components of the formal structure of an organisation. A change within the organisation is likely to result in changes in the organisational chart.

In this thesis, organisational change refers to changes in the organisational chart of the DG EAC. The agencification of EACEA is likely to affect the organisational chart of the DG EAC because the agency falls under the responsibility of the DG EAC. This is tested with the establishment of EACEA, change in the policy programmes managed by EACEA and the delegation of power to EACEA.

4 Research Design

This research seeks to investigate the relationship between the agencification of EACEA and name changes of units in the organisational chart of the DG EAC. To answer this, the method of analysis process tracing is used. This is because process tracing helps to identify which factors contribute to change in the organisational chart of the DG EAC. The selected case is the executive agency of the EU EACEA and its parent DG EAC. This case is chosen because the establishment of EACEA in 2005 is recent enough to study and there is a clear link with the DG EAC. In the operationalisation section, the concepts agencification, executive agency of the EU, change in policy programmes, delegation of powers and organisational change are operationalised. This is necessary to determine how the concepts are measured in the results section. The concepts are operationalised by using historical documents as method of data collection. These are retrieved through the website of EACEA and its contact forms, the EUR-Lex database and the Register of Commission Documents. The two final sections discuss the reliability and validity of this thesis. Both are not perfect as a result of missing documents possibly affecting the results and conclusions.

4.1 Method of analysis

The method of analysis of this thesis is process tracing by using within-case analysis to provide an in-depth analysis of the relationship between the agencification of EACEA and change in the organisational chart of the DG EAC. Within-case analysis not only focuses on one main explanatory variable and one outcome variable, but also studies other predictions (Toshkov, 2016, p. 285). There can be many factors that influence change in the organisational chart of the DG EAC and process tracing will help to research which ones could be relevant. This is because process tracing is seen as the work of a detective because it searches meticulously for evidence to increase confidence in the relationship (Punton & Welle, 2016, p. 2).

In process tracing, the focus is on explaining the steps between the hypothesised cause and the outcome by assessing what the causal mechanism entails (Punton & Welle, 2015, p. 2). However, it is possible that more than one causal chain contributes to the relationship. George and Bennett (2005) describe the importance of testing a wide range of hypotheses in process tracing with single case studies (p. 80). This is because if not enough variables are tested, it might affect the validity of the research design. In this research, there are three factors taken into account that are related to agencification and might affect name changes in the organisational chart of the DG EAC. These factors are the establishment of the executive agency EACEA, the delegation of more powers to EACEA and changes in the policy programmes managed by EACEA.

Process tracing uses probability tests to determine how strong the evidence for a causal relationship is (Punton & Welle, 2015, p. 1). This research is based on the smoking gun test which tests the strength of the evidence on the outcome (Punton & Welle, 2015, p. 4). This is because the evidence is sufficient, but not necessary (Punton & Welle, 2015, p. 3). In this thesis, it is assumed that agencification leads to organisational change in the DG EAC, however, it does not argue that agencification is necessary for organisational change. It is very well possible that without agencification other factors contribute to organisational change. Furthermore, it is also possible that the studied factors of the establishment of EACEA, the delegation of more powers to EACEA and the changes in policy programmes are not the only factors that might affect change in the organisational chart of the DG EAC. There could also be other factors that might influence change in the organisational chart of the DG EAC that are not taken into account in this study. Process tracing helps to take into account as many factors as possible that could affect change in the organisational chart of the DG EAC.

Process tracing is conducted by analysing documents of the bodies of the EU. According to Toshkov (2016), process tracing often investigates the actors' motivations and information (p. 299). In this research, the motivations for name changes of the organisational chart of the DG EAC will be investigated by using explanatory notes drafted by employees of the DG EAC. When the motivations are missing, other documents might reveal reasons for name changes in the organisational chart of the DG EAC.

4.2 Case selection

The selected case to test the relationship between agencification and organisational change in this thesis is the executive agency EACEA and its parent DG EAC for name changes in its organisational chart. EACEA is chosen to investigate because its establishment is recent enough to research the relationship between agencification and name changes of units in the organisational chart of its parent DG. In addition, EACEA has received more powers since its establishment which could be one of the factors contributing to organisational change in the DG EAC. The executive agency EACEA and the DG EAC are discussed in more detail below.

4.2.1 EACEA

EACEA is the acronym for Education, Audiovisual and Culture Executive Agency. It was established in 2005, became operational in 2006 during the third wave of agencification and is located in Brussels, Belgium (Commission of the European Communities, 2005; European Union, 2018, p. 2). EACEA employs 110 persons in temporary posts and 338 persons in contract staff posts and the budget was

50.22 million euro in 2017 (Official Journal of the European Union, 2017, pp. 2, 4-5). Furthermore, the budget for implementing programmes is more than 4.8 billion euro for the years 2014-2020 (European Union, 2018, p. 3).

EACEA's main task is to manage programmes and activities for the European Commission "in the areas of education, training, youth and sport, audiovisual and culture, citizenship and humanitarian aid" (European Union, 2018, p. 2). It tries to simplify the process of grant application and grant management (European Union, 2018, p. 10). This is done for the programmes Erasmus+, Creative Europe, Europe for Citizens, EU Aid Volunteers and Intra-Africa (European Union, 2018, p. 4). The budget of Erasmus+ for 2014-2020 is with 3,306 million euro responsible for almost 70% of the total EACEA programme budgets (European Union, 2018, p. 3). This programme is directly and completely linked to the DG EAC (European Union, 2018, p. 4). The Culture part of the Creative Europe programme is also completely linked to the DG EAC. The other programmes have no or only minor links to the DG EAC.

4.2.2 DG EAC

The DG EAC is one of the 28 DGs of the European Commission and is responsible for the policy area education, youth, sport and culture. The DG EAC develops, implements and manages EU policy, law and funding programmes for these subjects (European Commission, n.d.-b). Each DG also has a service department that deals with administrative issues. Executive agencies are created to manage programmes established by the European Commission but the DG and the European Commission remain real control over its operation (Council of the European Union, 2002, Rec. 9). Before the creation of executive agencies, the DGs managed the programmes by themselves. However, cost-benefit analyses showed that the programmes could be managed more effectively in executive agencies which resulted in the creation of them.

There are two executive agencies that manage programmes linked to the DG EAC, namely EACEA and the Research Executive Agency (REA) (European Commission, n.d.-b). The DG EAC contributes to two of the ten political priorities of the European Commission, namely jobs, growth and investment and the digital single market (European Commission, n.d.-a). This is done by projects and programmes such as Erasmus+, Creative Europe and Marie Skłodowska-Curie Actions. The DG EAC is the parent DG for the Erasmus+ programme and the Culture part of the Creative Europe programme managed by EACEA (European Union, 2018, p. 4). The other programmes are linked to other DGs. The DG remains an important actor in controlling the programme while the management is delegated to the executive agency.

4.3 Operationalisation

This section operationalises the conceptualised concepts to be able to measure them in this thesis. The concepts that are operationalised are agencification, executive agency of the EU, policy change, the delegation of power and organisational change. These concepts are necessary to operationalise to research if there is a relationship between the agencification of EACEA and name changes in the organisational chart of the DG EAC. This is because the creation of EACEA can be seen as a policy change and this might affect the organisational chart of the DG EAC by its establishment, the creation of policy programmes and the delegation of power.

4.3.1 Agencification

Agencification is the transfer of government activities to an agency vertically specified out of a ministry or DG (Trondal, 2014, p. 545). The agency is financed by the government that created it. The EU establishes agencies because it can help the Commission focus on its core tasks when operational tasks are delegated to agencies (Commission of the European Communities, 2008a, p. 2). In addition, agencies provide expertise and increase the visibility of the in its member states. EU agencies are often deemed weak, however, this is improved by giving them more regulatory powers (Trondal, 2014, p. 546). Executive agencies are one of the types of agencies in the EU and they do not have regulatory powers (European Union, n.d.). They manage policy programmes.

Agencification is operationalised as the created executive agency EACEA. It was established through Commission Decision 2005/56/EC in 2005, amended by Commission Decision 2007/114/EC in 2007 and re-established through Commission Decision 2009/336/EC in 2009 and Commission Decision 2013/776/EU in 2013.

The following subsections will discuss in more detail how the establishment of the executive agency, the change in the policy programmes it manages and the delegation of power are operationalised.

4.3.2 Executive agency of the EU

The definition of executive agencies is not fixed because every agency can vary in level of autonomy and accountability (Gains, 2003, p. 56). In the EU, all executive agencies are set up by referring to Council Regulation (EC) No 58/2003 which creates the possibility to create executive agencies (Council of the European Union, 2002). This is done after a cost-benefit analysis showed that programmes could be managed more efficiently in an executive agency (Council of the European Union, 2002, Rec. 6). After the establishment of the executive agency, an evaluation report is drawn up to determine if

change is necessary every three years (Council of the European Union, 2002, Art. 25). If the evaluation report advises changes, the executive agency and the Commission have to act accordingly.

The executive agency relevant for this research, EACEA, can be operationalised through the Commission Documents establishing EACEA and referring to Council Regulation (EC) No 58/2003. EACEA was established through Commission Decision 2005/56/EC in 2005 and amended through Commission Decision 2007/114/EC in 2007 (Commission of the European Communities, 2005; Commission of the European Communities, 2007a). Subsequently, it was re-established through Commission Decision 2009/336/EC in 2009 and Commission Decision 2013/776/EU in 2013 (Commission of the European Communities, 2009; European Commission, 2013b). These documents describe the location of the executive agency, the length of its term and the tasks it will manage. The Commission Decisions can be retrieved through the EUR-Lex database and the website of EACEA.

4.3.3 Policy change

Policy change is a change in laws, policy proposals, expenditures or policy preferences (Burstein, 2014, pp. 21-22). The two patterns of change in public policy-making are normal policy change and typical policy change (Howlett, Ramesh & Perl, 2009, pp. 202-203). Most policy change is normal because the involved actors, ideas and institutions hardly change.

Policy change is operationalised by using Commission Decisions creating new policy programmes which are delegated to EACEA. The programmes currently managed by EACEA are Erasmus+ and Creative Europe. The Commission Decisions creating these programmes refer to the previous programmes that they replace. These are the programmes MEDIA, Youth in Action, Lifelong Learning, Culture, Erasmus Mundus and MEDIA Mundus. These programmes are created since 2006 which is after the establishment of EACEA. The programmes are established for two to six years. The Commission Decisions describe the new policy programmes and it is described why these policy programmes are established. They also refer to the previous programmes that are replaced by the new programmes. The new policy programmes are established because the previous ones came to an end. The establishment of a new policy programme through a Commission Decision means that there is a change in a policy programme. The Commission Decisions are publicly accessible through the EUR-Lex database.

4.3.4 Delegation of power

Delegation of power is the transfer of authority from a principal to an agent (Hawkins, Lake, Nielson & Tierney, 2006, p. 7). The principal can revoke this at any time. In the EU, the principal that delegates power is the Commission and the agent are the agencies created by the Commission. The delegation of power is governed by a contract (Hawkins, Lake, Nielson & Tierney, 2006, p. 7). In the EU, the contract is a Commission Decision delegating powers to the agency.

Delegation is operationalised as the Commission Decisions that delegate more power to EACEA. EACEA received more powers with multiple Commission Decisions. These are Commission Decisions C(2006) 3648, C(2007) 1842, C(2008) 1966, C(2008) 3645, C(2008) 5888, C(2009) 3355, C(2012) 9475, C(2013) 9189, C(2014) 4084, C(2015) 658, C(2016) 401 and C(2016) 1851 (Commission of the European Communities, 2006; Commission of the European Communities, 2007; Commission of the European Communities, 2008b; Commission of the European Communities, 2008c; Commission of the European Communities, 2008d; Commission of the European Communities, 2009; European Commission, 2012; European Commission, 2013a; European Commission, 2014a; European Commission 2015; European Commission 2016a; European Commission, 2016b). These Commission Decisions describe which powers are delegated to EACEA since its establishment in 2005. These Commission Decision can be retrieved by requesting access through contact forms on the website of EACEA for the documents from 2005 until 2012. The documents from 2014 until 2016 are publicly available on the EACEA website. However, Commission Decision C(2005) 365/2 could not be retrieved.

4.3.5 Organisational change

Organisational change is conceptualised as change in an organisation to be more efficient or competitive. It can be planned or unplanned, corrective or development and significant or incremental (Rainey, 2014, p. 410; Fernandez & Rainey, 2006, pp. 168, 173). The organisational chart is one of the components of the formal structure of an organisation. Organisational change is likely to be visible in the organisational chart of the DG EAC.

Organisational change is operationalised as change occurring in the organisational chart of the DG EAC. The organisational chart describes the units of the DG and the names of the units reveal the focus of the DG. It consists of management positions, Directorates and departments. The departments can be directly linked to management positions or Directorates. The Directorates focus on broader goals and its units focus on more specified policies or programmes. The organisational charts of the DG EAC are publicly accessible. By reviewing the organisational charts from June 2000 until January 2017,

organisational change in the DG EAC can be identified. The motivations for the changes in the organisational chart are found in notes that describe this. The notes are created by employees of the DG EAC and can be requested at the Register of Commission Documents of the European Commission. The changes in the organisational chart consist of name changes in the units but also the redistribution, merging, reduction or establishment of units. Personnel changes in the units will not be taken into account.

4.4 Method of data collection

This section explains the use of historical documents as method of data collection and the limitations of missing documents in this research.

To collect information about the agencification of EACEA and name changes in the organisational chart of the DG EAC, this thesis relies on historical documents as the method of data collection. The historical documents specify when change took place and elaborate on why change occurred. This helps to determine what the relationship between the agencification of EACEA and name changes of units in the organisational chart of the DG EAC is. The historical documents are primary documents produced by the bodies of the EU at the time decisions were made, policies were produced and organisational change occurred. These primary documents provide the necessary information to test the hypotheses and answer the research question.

The primary sources are retrieved through the website of EACEA and its contact forms, the EUR-Lex database and the Register of Commission Documents. The documents about the establishment of EACEA in 2005, the amendments to its establishment of 2007 and the re-establishment of 2009 are publicly available through the EUR-Lex website. The document about the re-establishment of 2013 is available on the website of EACEA. The amendment to the establishment of EACEA of 2007 was found because of a reference in Commission Decision C(2007) 1842 delegating powers to EACEA. The documents about the delegation of powers to EACEA from 2005 until 2012 are available by requesting access through contact forms on the EACEA website or in the Register of Commission Documents. The documents from 2014 until 2016 are available on the website of EACEA. The documents describing new policy programmes are publicly accessible through the EUR-Lex database. For the Commission Decisions and EU Regulations creating policy programmes, it is almost certain that all necessary documents were found because every new policy refers to previous ones which can then be retrieved from the EUR-Lex database. The organisational charts of EACEA can be accessed at the EACEA website

and older versions can be requested from them. The notes explaining organisational change can be accessed by requesting them through the Register of Commission Documents.

One of the documents delegating powers to EACEA, Commission Decision C(2005) 365/2, was not retrieved. The document was requested through a contact form on the website of EACEA after the Register of Commission Documents showed that the Decision delegates powers to EACEA. The Commission Decision was not made available because EACEA mentioned that it may be found in the Register of Commission Documents which was not the case. This document delegating powers to EACEA is missing in this research and this might affect the results and conclusions. Commission Decision C(2005) 365/2 is not likely to have a significant influence on changing the results and conclusions because it is drafted one day after the establishment of EACEA with Commission Decision 2005/56/EC. Commission Decision C(2005) 365/2 will consist of a more detailed description of the delegated tasks to EACEA and not contain new information in comparison to Commission Decision 2005/56/EC.

Another limitation is that the notes explaining change in the organisational chart of the DG EAC could only be retrieved until 2010. The notes from 2011 until 2017 are missing because they could not be provided in time to be included in this research. If these notes were included in this research, they might change the results and conclusions. However, the other documents from 2011 to 2017 about the re-establishment of EACEA, the creation of policy programmes and the delegation of powers also contribute to the understanding of why change in the organisational chart of the DG EAC occurred.

The method of data collection is historical documents retrieved through the website of EACEA and its contact forms, the EUR-Lex database and the Register of Commission Documents. One Commission Decision delegating powers to EACEA and the notes describing change in the organisational chart in the DG EAC from 2011 until 2017 were not retrieved. Although these documents could affect the results and conclusions, there are other documents retrieved that might fill these gaps.

4.5 Reliability

Reliability entails that the same measurement technique to the same data should lead to the same results (Toshkov, 2016, p. 117). If the research is replicated at a different time or by another researcher, it should generate the same or very similar results. This section discusses the reliability of this research and the limitations to not achieving perfect reliability because of missing documents.

All the documents relevant for the research on the establishment of EACEA, change in policy programmes managed by EACEA, the delegation of more powers to EACEA and name changes in the organisational chart of the DG EAC were taken into account until the year 2017. If this study is replicated at another time or by another researcher until the year 2017, the same documents will have to be used. However, the missing documents might be included in the replicated research. The used documents present factual information about the establishment of EACEA, change in policy programmes managed by EACEA, the delegation of more powers to EACEA and name changes in the organisational chart of the DG EAC. The documents are structured similarly which makes the process of finding evidence straightforward.

Perfect reliability in this research will not be achieved because of the missing Commission Decision C(2005) 365/2 and the missing notes explaining change in the organisational chart of the DG EAC from 2011 until 2017. However, this limitation is reduced by finding reasons for change in the other documents about the establishment of EACEA, the changes in policy programmes managed by EACEA and the delegation of powers to EACEA that are available. If the documents were retrieved, the reliability of this research would be higher. However, perfect reliability would still not be achieved as there could always be other documents that were not retrieved that would have influenced the results and conclusions.

The reliability in this research is not perfect because of missing documents. However, other documents about the delegation of powers to EACEA and changes in policy programmes managed by EACEA can provide reasons for change in the organisational chart of the DG EAC as well. This increases the reliability slightly.

4.6 Validity

Validity means truthfulness and is about measuring what you want to measure (Neuman, 2014, p. 212). The validity will not be perfect because the reliability is limited as a result of missing documents. This section discusses the internal and external validity of this research.

Internal validity means that there are no mistakes in the design of the study that might lead to false conclusions (Neuman, 2014, p. 221). This is taken into account by using process tracing as method of analysis. With process tracing, evidence is found to increase the strength in the relationship between agencification and change in the organisational chart. This method takes into account that there can be multiple reasons for change in the organisational chart of the DG EAC by looking at the

establishment of EACEA, changes in the policy programmes managed by EACEA and the delegation of more powers to EACEA. As there are documents missing, it will not be able to be certain if there is high validity. The missing documents could confirm or disconfirm what is expected.

External validity refers to the possibility of generalising the results of the study to more cases (Neuman, 2014, p. 221). Because of the use of one case in this research, further research on other cases is necessary. A first step to take after this research would be to investigate if the relationship between agencification and name changes in the units of the organisational chart of the DG EAC exists for other executive agencies of the EU and their parent DGs. Secondly, this relationship might exist for executive agencies at national levels and their parent ministries as well. Thirdly, there might also be a relationship between other types of agencies at the national or European level and the ministries or DGs that are linked to them. This could all be studied in future research.

The validity of this research cannot be perfect as a result of a missing document affecting the reliability. The internal validity is taken into account by using process tracing as method of analysis. It can further be studied if the external validity is high by researching the relationship between agencification and name changes in the organisational chart in other agencies on the European and national level.

5 Results

This chapter studies documents about the establishment of EACEA, changes in policy programmes managed by EACEA, the delegation of more powers to EACEA and organisational change in the DG EAC. This is necessary to test the developed hypotheses stemming from the research question about the relationship between the agencification of EACEA and name changes in the organisational chart of the DG EAC. H_1 hypothesises that the establishment of EACEA led to the DG EAC adapting its organisational chart by changing the names of units. H_2 claims that policy change affecting the programmes managed by EACEA led to the DG EAC adapting its organisational chart by changing the names of units. H_3 expects that the delegation of power to EACEA led to the DG EAC adapting its organisational chart by changing the names of units. The conclusion of each section will contain a table summarising the results.

5.1 Establishment of EACEA

This chapter discusses the establishment of EACEA by Commission Decision 2005/56/EC, Commission Decision 2007/114/EC, Commission Decision 2009/336/EC and Commission Decision 2013/776/EU. As stated earlier, this will help to test H_1 that hypothesises that the establishment of EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

5.1.1 Commission Decision 2005/56/EC

The executive agency EACEA is established by Commission Decision 2005/56/EC of 14 January 2005 beginning on 1 January 2005 and ending on 31 December 2008 (Commission of the European Communities, 2005, Art. 3). It refers to Council Regulation (EC) No 58/2003 as the legal basis to set up EACEA as executive agency (Commission of the European Communities, 2005, Rec. 1). EACEA is created to manage programmes in the fields of education, audiovisual and culture. It is located in Brussels and, thus close to the DGs, such as DG EAC, that it manages programmes for (Commission of the European Communities, 2005, Art. 2). It receives a grant from the European Union for its general budget (Commission of the European Communities, 2005, Art. 6).

A cost-benefit analysis showed that creating an agency to manage programmes relating to education, audiovisual and culture would be most effective (Commission of the European Communities, 2005, Rec. 6). In Commission Decision 2005/56/EC, it is stated that there will be an evaluation of the operation of EACEA including a cost-benefit analysis in 2006 (Commission of the European Communities, 2005, Art. 3). This is done to examine a possible revision or extension of the agency's tasks for the new generation of programmes regarding education, audiovisual and culture.

EACEA is responsible for the management of certain strands of the programmes Socrates, Leonardo da Vinci, Youth, Culture 2000, MEDIA Plus, MEDIA-Training, Erasmus Mundus, e-learning, civic participation and other action programmes in the fields of youth, education and training, culture and higher education regarding developing countries (Commission of the European Communities, 2005, Art. 4). Other programmes might be added at a later time by the Commission. EACEA manages the programmes throughout their duration, adopts instruments of budget implementation, awards grants and contracts and provides information to the Commission (Commission of the European Communities, 2005, Art. 4).

EACEA was established in 2005 to manage programmes in the fields of education, audiovisual and culture. It is tasked with managing a wide variety of programmes for initially four years. A cost-benefit analysis showed that managing programmes in these fields would be most effective in an executive agency.

5.1.2 Commission Decision 2007/114/EC

Commission Decision 2007/114/EC of 8 February 2007 amends Commission Decision 2005/56/EC by extending the ending of the term of EACEA from 31 December 2008 to 31 December 2015 (Commission of the European Communities, 2007a, Art. 1). It is not a Commission Decision designed to re-establish EACEA. The duration term of EACEA is extended to be compatible with the newly established programmes managed by EACEA (Commission of the European Communities, 2007a, Rec. 2). New programmes were created because the previous versions expired. In addition, the external evaluation of November 2006 showed that EACEA manages the programmes effectively (Commission of the European Communities, 2007a, Rec. 3).

Commission Decision 2007/114/EC expands the tasks of EACEA from 13 to 28. This increase can partly be explained because some of the previous programmes are ceased but remain a responsibility of EACEA and those programmes are replaced by other programmes. EACEA receives the management of the programmes Lifelong Learning, Culture, Europe for Citizens, Youth in Action, MEDIA and Erasmus Mundus (Commission of the European Communities, 2007a, Art. 1). In addition, projects are started on higher education funding for cooperation with the United States and on higher education, vocational education and training and youth with Canada. Furthermore, there is funding for higher education in Eastern Europe, (Central) Asia, the European neighbourhood and as development cooperation. Moreover, EACEA becomes responsible for the implementation of the network of education information in Europe (Eurydice) (Commission of the European Communities, 2007a, Art. 1).

Commission Decision 2007/114/EC extends the duration of EACEA from 2008 to 2015. This is significantly longer than its initial establishment. In addition, it largely extends the powers of EACEA. The extension of tasks and duration of EACEA is because the external evaluation showed that EACEA manages programmes effectively.

5.1.3 Commission Decision 2009/336/EC

Commission Decision 2009/336/EC of 20 April 2009 repeals Commission Decision 2005/56/EC and re-establishes EACEA (Commission of the European Communities, 2009, Art. 9). This means that everything written in Commission Decision 2009/336/EC is what EACEA is built on and describes how it can act from 20 April 2009 onwards. EACEA remains to be located in Brussels and is re-established from 1 January 2005 until 31 December 2015 (Commission of the European Communities, 2009, Art. 2-3). It not only receives a grant from the European Union for its general budget, but also from the European Development Fund (Commission of the European Communities, 2009, Art. 6).

Since the establishment of EACEA in 2005, the Commission has extended the tasks of EACEA with five Commission Decisions delegating more powers (Commission of the European Communities, 2009, Rec. 2). Commission Decision 2009/336/EC adds the management of Tempus III, MEDIA II, MEDIA II – Development and distribution, MEDIA II – Training, the new Erasmus Mundus action programme and external cooperation programmes with Eastern Europe, Euro-Mediterranean partnership and industrialised and other high-income countries (Commission of the European Communities, 2009, Art. 4).

Commission Decision 2009/336/EC extends the power of EACEA. There is an increase in the programmes for EACEA to manage which means that EACEA will be responsible for more programmes and projects.

5.1.4 Commission Decision 2013/776/EU

Commission Decision 2013/776/EU of 18 December 2013 repeals Commission Decision 2009/336/EC and re-establishes EACEA (European Commission, 2013b, Art. 7). This becomes the new legal basis for EACEA. The executive agency remains in Brussels and the duration of the executive agency is extended to 31 December 2024 (European Commission, 2013b, Art. 1-2). The Commission Decision does not specifically mention any more from where EACEA receives its budget as was the case in previous Commission Decisions 2005/56/EC and 2009/336/EC (European Commission, 2013b).

The tasks of EACEA are more clearly listed in Commission Decision 2013/776/EU (European Commission, 2013b, Art. 3). All of the programmes managed by EACEA are integrated in five programmes. These are Erasmus+, Creative Europe, Europe for Citizens, the European Voluntary Humanitarian Aid Corps – EU Aid Volunteers and projects regarding external cooperation in higher education (European Commission, 2013b, Art. 3). Additionally, EACEA remains responsible for the legacy of other programmes (European Commission, 2013b, Art. 3). This separation of currently managed programmes and former programmes results in a clearer overview of the main tasks of EACEA. Furthermore, EACEA becomes responsible for the implementation of activities to improve the understanding and knowledge of vocational education and training (European Commission, 2013b, Art. 3).

Commission Decision 2013/776/EU extends the duration of EACEA for 10 years. This shows that the Commission values the work done by EACEA as this extension is significantly longer than the ones before. In addition, Commission Decision 2013/776/EU is drafted two years before it was necessary to renew the establishment of EACEA. Furthermore, the tasks of EACEA are integrated in five programmes which results in an overview that is better understandable.

The results of this section are summarised in Table 1.

Commission Decision:	**Establishment of EACEA:**	**Management of:**
2005/56/EC of 14 January 2005	Establishment of EACEA from 1 January 2005 until 31 December 2008 but operational since 2006 (European Union, 2018, p. 2)	Socrates, Leonardo da Vinci, the Youth Community action programme, Culture 2000, MEDIA Plus, MEDIA-Training, Erasmus Mundus, e-learning, civic participation and other action programmes in the fields of youth, education and training, culture and higher education regarding developing countries
2007/114/EC of 8 February 2007	Amends the establishment of EACEA from 1 January 2005 until 31 December 2015	Lifelong Learning, Culture, Europe for Citizens, Youth in Action, MEDIA, Erasmus Mundus, Eurydice and external cooperation projects
2009/336/EC of 20 April 2009	Re-establishment of EACEA from 1 January 2005 until 31 December 2015	Tempus III, MEDIA II, MEDIA II – Development and distribution, MEDIA II – Training, the new Erasmus Mundus action programme and external cooperation programmes
2013/776/EU of 18 December 2013	Re-establishment of EACEA from 1 January 2014 until 31 December 2024	The integration of all programmes managed by EACEA into 5 programmes: Erasmus+, Creative Europe, Europe for Citizens, the European Voluntary Humanitarian Aid Corps – EU Aid Volunteers and projects on external cooperation in higher education

Table 1: Establishment of EACEA

The initial establishment of EACEA by Commission Decision 2005/56/EC is set for three years which might be linked to the evaluation report that must be drawn up after the first three years of the existence of an executive agency (Council of the European Union, 2002, Art. 25). The evaluation report recommends if changes should be made to the agency. However, the external evaluation was already drawn up in November 2006 and showed that EACEA manages programmes effectively. This led to the amendment of Commission Decision 2005/56/EC by Commission Decision 2007/114/EC. It extended the term of duration to 31 January 2015 and the management of programmes was significantly increased. This was also the result of the expiration and renewal of policy programmes. Commission Decision 2009/336/EC and Commission Decision 2013/776/EU extend the power of EACEA even more. The re-establishment of EACEA by Commission Decision 2013/776/EU was taken two years before the term would expire and extends it for ten more years.

With every Commission Decision re-establishing EACEA, the executive agency receives more programmes to manage. The following section discusses the policy programmes managed by EACEA.

5.2 Policy programmes managed by EACEA

This paragraph discusses the programmes created in the fields of education, audiovisual and culture after the strategic goal of becoming the most competitive and dynamic knowledge-based economy in the world was created at the European Council meeting in Lisbon in 2000. These are the programmes MEDIA, Youth in Action, Lifelong Learning, Culture, Erasmus Mundus, MEDIA Mundus, Erasmus+ and Creative Europe. These long-term programmes are created by the EU institutions and are delegated to EACEA to manage them. This section will help to test H_2 that claims that policy change affecting the programmes managed by EACEA led to the DG EAC adapting its organisational chart by changing the names of units. These policy programmes are the main programmes managed by EACEA and these programmes might affect the organisational chart of the DG EAC.

5.2.1 MEDIA

Decision No 1718/2006/EC of 15 November 2006 establishes the MEDIA programme to support the European audiovisual sector (European Parliament and the Council of the European Union, 2006a, Art. 1). The conclusions of the Lisbon European Council state that “content industries create added value by exploiting and networking European cultural diversity” which can help to achieve the strategic goal of the EU becoming a knowledge-based economy (European Parliament and the Council of the European Union, 2006a, Rec. 6).

Since 1991, there is Community support for the audiovisual sector through the programmes MEDIA I, MEDIA II, MEDIA Plus and MEDIA – Training (European Parliament and the Council of the European Union, 2006a, Rec. 7). Evaluations of these programmes showed that Community action should be concentrated on "the development of European audiovisual works", the "distribution, cinema exhibition and promotion of European audiovisual works" and on "digitisation" (European Parliament and the Council of the European Union, 2006a, Rec. 8).

The intention of the MEDIA programme is to strengthen the audiovisual sector economically (European Parliament and the Council of the European Union, 2006a, Art. 1). The objectives of the MEDIA programme are to "preserve and enhance European cultural and linguistic diversity and its cinematographic and audiovisual heritage", "increase the circulation and viewership of European audiovisual works" and "strengthen the competitiveness of the European audiovisual sector" to be open and competitive with employment (European Parliament and the Council of the European Union, 2006a, Art. 1). This will be done by supporting audiovisual productions and pilot projects.

The MEDIA programme is established from 2007 and lasted until 2013 and has a budget of €754 million for this period (European Parliament and the Council of the European Union, 2006a, Art. 1-2). Commission Decision 2009/336/EC, which re-establishes EACEA, entrusts the management of MEDIA to EACEA (Commission of the European Communities, 2009, Art. 4).

5.2.2 Youth in Action

Decision No 1719/2006/EC of 15 November 2006 established the Youth in Action programme (European Parliament and the Council of the European Union, 2006b). The Decision refers to multiple previous decisions and Council meetings as having affected the establishment of Youth in Action in 2006. The Lisbon European Council in 2000 created a strategic objective to give priority to lifelong learning (European Parliament and the Council of the European Union, 2006b, Rec. 5). To achieve this objective, the European Pact for Youth was adopted during the Spring European Council in 2005 (European Parliament and the Council of the European Union, 2006b, Rec. 10). In 2001, the European Council presses to bring citizens and young people closer to the European design and the European institutions (European Parliament and the Council of the European Union, 2006b, Rec. 6). In addition, a cooperation framework to work on a greater understanding of young people was established by the Commission (European Parliament and the Council of the European Union, 2006b, Rec. 7).

Evaluations of the existing Youth programme and public consultation on the future Community activities reveal that there is support for continuing cooperation and mobility regarding youth at the

European level (European Parliament and the Council of the European Union, 2006b, Rec. 19). They press for a simpler, more user-friendly and more flexible procedure to implement the programmes.

The Youth in Action programme aims to develop cooperation in the field of youth in the EU (European Parliament and the Council of the European Union, 2006b, Art. 1). The general objectives are to "promote young people's active citizenship", "to develop solidarity and promote tolerance among young people", "to foster mutual understanding between young people in different countries", "to contribute to developing the quality of support systems for youth activities and the capabilities of civil society organisations in the youth field" and "to promote European cooperation in the youth field" (European Parliament and the Council of the European Union, 2006b, Art. 2). These objectives are pursued through the actions: Youth for Europe, European Voluntary Service, Youth in the World, Youth support systems and Support for European cooperation in the youth field (European Parliament and the Council of the European Union, 2006b, Art. 4).

The Youth in Action programme is established from 2007 until 2013 and has a budget of €885 million (European Parliament and the Council of the European Union, 2006b, Art. 1, 13). Commission Decision 2009/336/EC re-establishing EACEA entrusts the management of the Youth in Action programme to EACEA (Commission of the European Communities, 2009, Art. 4).

5.2.3 Lifelong Learning

Decision No 1720/2006/EC of 15 November 2006 established the programme Lifelong Learning (European Parliament and the Council of the European Union, 2006c, Art. 1). In the Decision, multiple previous decisions and Council meetings are mentioned as explanations for the creation of Lifelong Learning. In 1999, the aim of creating a 'European Area of Higher Education' by 2010 was laid down in the Bologna Declaration (European Parliament and the Council of the European Union, 2006c, Rec. 7). In 2000, the Lisbon European Council set the strategic goal for the EU "to become the most competitive and dynamic knowledge-based economy in the world" (European Parliament and the Council of the European Union, 2006c, Rec. 8). An advanced knowledge society is essential for higher growth and employment rates and this can be achieved by education and training (European Parliament and the Council of the European Union, 2006c, Rec. 9). In 2002, the Barcelona European Council set the objective of making the education and training systems of the EU of world quality by 2010. The enhancement of lifelong learning was affirmed in the Commission Communication and Council Resolution of 27 June 2002 (European Parliament and the Council of the European Union, 2006c, Rec. 13). The Council Resolution of 19 December 2002 created a process to increase European cooperation

in vocational education and training (European Parliament and the Council of the European Union, 2006c, Rec. 14).

Evaluations of the existing programmes Socrates and Leonardo da Vinci and public consultation on the future of education programmes reveal that there is support for continuing cooperation and mobility at the EU level (European Parliament and the Council of the European Union, 2006c, Rec. 18). The evaluations showed that Community action should be structured better by creating a "simpler, more user-friendly and more flexible approach" for lifelong learning actions (European Parliament and the Council of the European Union, 2006c, Rec. 18). A single programme that integrates "Community support for transnational cooperation and mobility in the fields of education and training" would be beneficial as it might result in greater synergies in the fields of action, more capacity in supporting lifelong learning developments and more efficient administration (European Parliament and the Council of the European Union, 2006c, Rec. 20). It would also increase better cooperation between the various levels of education and training. In the Lifelong Learning programme, it would be appropriate to retain individual programmes to serve the targeted education level and at the same time maximise the coherence and common ground between the programmes (European Parliament and the Council of the European Union, 2006c, Rec. 22).

The Lifelong Learning programme is established to develop the Community as an advanced knowledge-based society by lifelong learning (European Parliament and the Council of the European Union, 2006c, Art. 1). This is done by providing opportunities for interchange, cooperation and mobility between education and training systems for it to become of a world-class standard. The Lifelong Learning programme brings together the sub-programmes Comenius, Erasmus, Leonardo da Vinci and Grundtvig (European Parliament and the Council of the European Union, 2006c, Art. 3). The common activities of these four programmes consist of policy cooperation and innovation in lifelong learning and the promotion of language learning. Furthermore, the Jean Monnet programme will support institutions with European integration (European Parliament and the Council of the European Union, 2006c, Art. 3).

Lifelong Learning is created from 2007 until 2013 (European Parliament and the Council of the European Union, 2006c, Art. 1). In these seven years, the programme is funded with €6.97 billion (European Parliament and the Council of the European Union, 2006c, Art. 14). Commission Decision 2009/336/EC, which re-establishes EACEA, entrusts the management of the Lifelong Learning to EACEA (Commission of the European Communities, 2009, Art. 4).

5.2.4 Culture

Decision No 1855/2006/EC of 12 December 2006 establishes the Culture programme as a single multi-annual programme in the field of culture (European Parliament and the Council of the European Union, 2006d, Art. 1). Cultural industries are increasingly contributing to the European economy and its place under the Lisbon Strategy should, therefore, be strengthened (European Parliament and the Council of the European Union, 2006d, Rec. 4).

The previous programmes Kaleidoscope, Ariane, Raphael and Culture 2000 were successful in Community action on culture (European Parliament and the Council of the European Union, 2006d, Rec. 7). Evaluations of these programmes showed that Community action should be strengthened and programmes should be established for this. There is support for cultural actors forming multi-annual cooperation projects to enable developing common activities (European Parliament and the Council of the European Union, 2006d, Rec. 12).

The objective of the Culture programme is "to enhance the cultural area shared by Europeans" and encourage "the emergence of European citizenship" (European Parliament and the Council of the European Union, 2006d, Art. 3). The specific objectives are "to promote the transnational mobility of cultural players", "to encourage the transnational circulation of works and cultural and artistic products" and "to encourage intercultural dialogue" (European Parliament and the Council of the European Union, 2006d, Art. 3). The objectives are pursued by supporting cultural actions and bodies active in culture at the European level (European Parliament and the Council of the European Union, 2006d, Art. 4).

The Culture programme is established from 2007 until 2013 and has a budget of €400 million for these years (European Parliament and the Council of the European Union, 2006d). Commission Decision 2009/336/EC re-establishing EACEA entrusts the management of the Culture programme to EACEA (Commission of the European Communities, 2009, Art. 4).

5.2.5 Erasmus Mundus

Decision No 1298/2008/EC of 16 December 2008 established the Erasmus Mundus 2009-2013 action programme (European Parliament and the Council of the European Union, 2008). This Decision also references the Bologna Declaration, Lisbon European Council meeting and Barcelona European Council meeting (European Parliament and the Council of the European Union, 2008, Rec. 6). In 2001, the Council adopted a report on the future objectives of education and training systems and in 2002, it

adopted a programme to work on these objectives. Furthermore, the institutions of the EU emphasise the need for European higher education institutions to work together better to achieve more quality in teaching and research and adapt better to changes in the labour market (European Parliament and the Council of the European Union, 2008, Rec. 7).

An evaluation report and public consultation revealed a wish for continuity of the Erasmus Mundus programme (European Parliament and the Council of the European Union, 2008, Rec. 8). The programme could be adapted by "extending the programme to the doctoral level, integrating higher education institutions located in third countries and the needs of those countries more strongly and providing more funds to European participants" (European Parliament and the Council of the European Union, 2008, Rec. 8).

The Erasmus Mundus programme aims to improve European higher education through cooperation with third countries and contribute to the sustainable development of higher education of third countries (European Parliament and the Council of the European Union, 2008, Art. 3). The objectives will be pursued by three actions (European Parliament and the Council of the European Union, 2008, Art. 4). These are joint programmes, partnerships with higher education institutions in third countries and the promotion of European higher education of world quality.

The Erasmus Mundus programme is created from 2009 until 2013 and has a budget of €493 million for these years (European Parliament and the Council of the European Union, 2008, Art. 1, 12). Commission Decision 2009/336/EC re-establishing EACEA entrusts the management of the Erasmus Mundus programme to EACEA (Commission of the European Communities, 2009, Art. 4).

5.2.6 MEDIA Mundus

Decision No 1041/2009/EC of 21 October 2009 established MEDIA Mundus for audiovisual cooperation with professionals from third countries (European Parliament and the Council of the European Union, 2009). The European Parliament and the Council of the European Union see a need to establish a programme for the audiovisual sector providing financial support to professionals from third countries (European Parliament and the Council of the European Union, 2009, Rec. 19-20). The aim is to increase competitiveness in the European audiovisual sector and cooperate with third-country markets (European Parliament and the Council of the European Union, 2009, Art. 1). The objectives focus on information exchange, training and market intelligence, competitiveness and distribution and circulation (European Parliament and the Council of the European Union, 2009, Annex).

MEDIA Mundus is created from 2011 until 2013 and has a budget of €15 million for these two years (European Parliament and the Council of the European Union, 2009, Art. 1, 14). The previously discussed Commission Decisions establishing or re-establishing EACEA do not mention the MEDIA Mundus programme. This is because MEDIA Mundus was created in between the Commission Decisions establishing EACEA and ended before the re-establishment of EACEA by Commission Decision 2013/776/EU.

5.2.7 Erasmus+

Regulation (EU) No 1288/2013 of 11 December 2013 established Erasmus+ and repeals Decisions No 1719/2006/EC (Youth in Action), No 1720/2006/EC (Lifelong Learning) and No 1298/2008/EC (Erasmus Mundus) (European Parliament and the Council of the European Union, 2013a). It also brings together the programmes ALFA III, Tempus and Edulink (European Parliament and the Council of the European Union, 2013a, Art. 1). Erasmus+ is created in response to 'A Budget for Europe 2020' calling for a single programme for education, training, youth and sport (European Parliament and the Council of the European Union, 2013a, Rec. 1).

The evaluations of the programmes Youth in Action, Lifelong Learning and Erasmus Mundus and public consultations about the future of actions in the field of education and youth revealed there was support for continuing cooperation and mobility at the European level (European Parliament and the Council of the European Union, 2013a, Rec. 2). The evaluations showed that there should be closer links between EU programmes and policy developments. There should be a "simpler, more user-friendly and more flexible approach" to implement the actions (European Parliament and the Council of the European Union, 2013a, Rec. 2). The Erasmus+ programme should further lead to the end of fragmentation in international higher education cooperation programmes. The public consultations in the field of sport revealed that the EU can contribute to supporting activities affecting sport at the European level but focused at grassroots level (European Parliament and the Council of the European Union, 2013a, Rec. 4).

The Erasmus+ programme consists of programmes in the fields of education and training at all levels, youth, sport and support the EU's external action through cooperation with partner states (European Parliament and the Council of the European Union, 2013a, Art. 1). The general objectives contribute to achieve the objectives of the Europe 2020 strategy, ET 2020, the sustainable development of higher education of partner states, the renewed framework for European cooperation regarding youth, developing the European dimension in sport and promote the European values (European Parliament and the Council of the European Union, 2013a, Art. 4).

Erasmus+ is created from 2014 until 2020 and has a budget of €14.77 billion for these years (European Parliament and the Council of the European Union, 2013a Art. 1, 18). Commission Decision 2013/776/EU, which re-establishes EACEA, entrusts the management of Erasmus+ to EACEA (European Commission, 2013a, Art. 3). EACEA received the management of this programme a week after it was established.

5.2.8 Creative Europe

Regulation (EU) No 1295/2013 of 11 December 2013 establishes the Creative Europe programme and repeals Decisions No 1718/2006/EC (MEDIA), No 1855/2006/EC (Culture) and No 1041/2009/EC (MEDIA Mundus) (European Parliament and the Council of the European Union, 2013b). The Europe 2020 strategy notes that the EU should "provide more attractive framework conditions for innovation and creativity" (European Parliament and the Council of the European Union, 2013b, Rec. 7). This is because the cultural and creative sectors bring innovation which benefits the EU's economy.

Evaluations of the programmes MEDIA, Culture and MEDIA Mundus and public consultations showed that the programmes are important in promoting and protecting culture in the EU (European Parliament and the Council of the European Union, 2013b, Rec. 10). The programmes faced common challenges which require action at the EU level.

The objective of the Creative Europe programme is to focus on the cultural and linguistic diversity of Europe and to strengthen the competitiveness of Europe's cultural and creative sectors (European Parliament and the Council of the European Union, 2013b, Art. 3). The programme consists of a MEDIA Sub-programme, Culture Sub-programme and a Cross-sectoral Strand (European Parliament and the Council of the European Union, 2013b, Art. 6). In 2015, the MEDIA sub-programme was transferred from DG EAC to DG CONNECT (European Commission, 2014b).

The Creative Europe programme is established from 2014 until 2020 and has a budget of €1.46 billion for these years (European Parliament and the Council of the European Union, 2013b, Art. 1, 24). Commission Decision 2013/776/EU, which re-establishes EACAE, entrusts the management of the Creative Europe programme to EACEA (European Commission, 2013b, Art. 3). EACEA received the management of this programme a week after it was established.

The results of this section are summarised in Table 2.

Decision/Regulation:	Programme:	Established for:	Previous programmes:
Decision No 1718/2006/EC of 15 November 2006	MEDIA	2007-2013	MEDIA I, MEDIA II, MEDIA Plus and MEDIA – Training
Decision No 1719/2006 of 15 November 2006	Youth in Action	2007-2013	Consists of Youth programme
Decision No 1720/2006/EC of 15 November 2006	Lifelong Learning	2007-2013	Comenius, Erasmus, Leonardo da Vinci and Grundtvig
Decision No 1855/2006/EC of 12 December 2006	Culture	2007-2013	Kaleidoscope, Ariane, Raphael and Culture 2000
Decision No 1298/2008/EC of 16 December 2008	Erasmus Mundus	2009-2013	Continuation of the Erasmus Mundus programme
Decision No 1041/2009/EC of 21 October 2009	MEDIA Mundus	2011-2013	Creation of a new programme
Regulation (EU) No 1288/2013 of 11 December 2013	Erasmus+	2014-2020	Youth in Action, Lifelong Learning and Erasmus Mundus
Regulation (EU) No 1295/2013 of 11 December 2013	Creative Europe	2014-2020	MEDIA, MEDIA Mundus and Culture

Table 2: Policy change affecting EACEA

The programmes created since the Lisbon European Council are MEDIA, Youth in Action, Lifelong Learning, Culture, Erasmus Mundus, MEDIA Mundus, Erasmus+ and Creative Europe. Before these programmes were created, there were already many programmes with specific objectives. In the field of education, there were programmes such as Comenius, Erasmus, Leonardo da Vinci and Grundtvig. These programmes are brought together in Lifelong Learning (European Parliament and the Council of the European Union, 2006c, Art. 3). The Youth in Action programme consists of the Youth programme. Erasmus Mundus is a continuation of the previous Erasmus Mundus programme. The current Erasmus+ programme consists of the previous programmes Youth in Action, Lifelong Learning and Erasmus Mundus (European Parliament and the Council of the European Union, 2013a). These programmes were merged into the Erasmus+ programme in 2014 because the Commission set to create a single programme in the field of education, training, youth and sport (European Parliament and the Council of the European Union, 2013a, Rec. 1).

Before 2006, there were also programmes in the fields of audiovisual and culture such as MEDIA I, MEDIA II, MEDIA Plus, MEDIA – Training, Kaleidoscope, Ariane, Raphael and Culture 2000 (European Parliament and the European Council, 2006a, Rec. 7; European Parliament and the European Council, 2006d, Rec. 7). The programmes MEDIA I, MEDIA II, MEDIA Plus and MEDIA – Training are merged into MEDIA. Culture consists of Kaleidoscope, Ariane, Raphael and Culture 2000. MEDIA Mundus is a new programme. The current Creative Europe programme replaces the previous programmes MEDIA, MEDIA Mundus and Culture since 2014 (European Parliament and the Council of the European Union, 2013b). The parent DG of these programmes is DG EAC, however, the parent DG of the programme Creative Europe-MEDIA is DG CONNECT since 2015 (European Commission, 2014b).

New programmes are created by the Commission when the term of previous programmes ends. The new programmes merge with the older ones and, thus, become larger. This occurred with MEDIA, Youth in Action, Lifelong Learning and Culture when they were created in 2006, Erasmus Mundus in 2008 and Erasmus+ and Creative Europe in 2013. All of the programmes, except for MEDIA Mundus, are entrusted to EACEA through the Commission Decisions establishing or re-establishing the executive agency.

With every policy programme created, the Commission has to delegate these powers to EACEA by Commission Decisions. The following section on the delegation of powers to EACEA will go into more depth about this.

5.3 Delegation of power to EACEA

This section discusses the 12 Commission Decisions delegating more powers to EACEA. These are the Commission Decisions C(2006) 3648, C(2007) 1842, C(2008) 1966, C(2008) 3645, C(2008) 5888, C(2009) 3355, C(2012) 9475, C(2013) 9189, C(2014) 4084, C(2015) 658, C(2016) 401 and C(2016) 1851. These documents will help test H_2 which expects that the delegation of power to EACEA led to the DG EAC adapting its organisational chart by changing the names of units. Unfortunately, Commission Decisions C(2005) 365/2 was not retrieved.

5.3.1 Commission Decision C(2006) 3648

Commission Decision C(2006) 3648 of 16 August 2006 amends Commission Decision C(2005) 365/2 delegating power to EACEA. Commission Decision C(2005) 365/2 could not be retrieved from the Register of Commission Documents. However, since it was drafted one day after Commission Decision 2005/56/EC, it is likely to consist of the same delegated tasks but better specify them (Commission of the European Communities, 2006, Rec. 2). Commission Decision C(2006) 3648 changes two paragraphs in two articles and there are a number of changes in the Annexes (Commission of the European Communities, 2006, Art. 1). Most of the changes consists of sentences added to existing Annexes. The other changes consist of the replacement or removal of texts. Commission Decision C(2006) 3648 does not delegate significantly more powers to EACEA.

Commission Decision C(2006) 3648 consists of certain actions of programmes that are added to the delegated tasks of EACEA. There is no completely new programme delegated to EACEA.

5.3.2 Commission Decision C(2007) 1842

Commission Decision C(2007) 1842 of 26 April 2007 delegates powers to EACEA focusing in particular on the implementation of appropriations entered in the Community budget (Commission of the European Communities, 2007b). This Decision defines the tasks delegated to EACEA (Commission of the European Communities, 2007b, Art. 1). This had to be done because Commission Decision 2007/114/EC amended the establishment of EACEA. As a result, there was a delegation of the management of the programmes Lifelong Learning, Culture, Europe for Citizens, Youth in Action, MEDIA, Erasmus Mundus, Eurydice and external cooperation to EACEA (Commission of the European Communities, 2007b, Annex I). These are the same as discussed in Commission Decision 2007/114/EC.

Commission Decision C(2007) 1842 delegates the management of the programmes Lifelong Learning, Culture, Europe for Citizens, Youth in Action, MEDIA, Erasmus Mundus, Eurydice and external cooperation programmes to EACEA as a result of the extension of the duration term of EACEA and the positive external evaluation.

5.3.3 Commission Decision C(2008) 1966

Commission Decision C(2008) 1966 of 26 May 2008 amends Commission Decision C(2007) 1842. It delegates the power of parts of additional programmes to EACEA (Commission of the European Communities, 2008b, Rec. 4). Commission Decision C(2008) 1966 does not specifically detail what changed in the powers already delegated to EACEA. However, it is possible to identify which programmes are added for EACEA to manage by comparing Annex I of Commission Decision C(2007) 1842 and Commission Decision C(2008) 1966. In the Lifelong Learning programme, policy cooperation and innovation are expanded in the transversal programme (Commission of the European Communities, 2008b, Annex I). Moreover, one action is added to Europe for Citizens and two actions are expanded in the Youth in Action programme.

Commission Decision C(2008) 1966 delegates the management of certain actions of Lifelong Learning, Europe for Citizens and Youth in Action to EACEA.

5.3.4 Commission Decision C(2008) 3645

Commission Decision C(2008) 3645 of 22 July 2008 also amends Commission Decision C(2007) 1842 and focuses specifically on the inclusion of MEDIA II (Commission of the European Communities, 2008c, Rec. 4). Annex I is, therefore, amended to include the programmes MEDIA II – Training and MEDIA II – Development and distribution delegated to EACEA.

Commission Decision C(2008) 3645 delegates the management of MEDIA II – Training and MEDIA II – Development and distribution to EACEA.

5.3.5 Commission Decision C(2008) 5888

Commission Decision C(2008) 5888 of 14 October 2008 amends Commission Decision C(2007) 1842 as well. Commission Decision C(2008) 5888 delegates the management of Tempus III, Tempus IV and projects in the field of education and youth to EACEA (Commission of the European Communities, 2008d, Rec. 4). Therefore, Annex I and II are amended (Commission of the European Communities, 2008d, Art. 1).

Commission Decision C(2008) 5888 delegates the management of Tempus III, Tempus IV and projects in the fields of education and youth to EACEA.

5.3.6 Commission Decision C(2009) 3355

Commission Decision C(2009) 3355 of 6 May 2009 is drafted three weeks after Commission Decision 2009/336/EC re-established EACEA (Commission of the European Communities, 2009). This document describes in more detail which tasks are delegated to EACEA and does not contain new tasks since the re-establishment of EACEA. Commission Decision C(2009) 3355 adapts Annex I to include the management of the new tasks of the Erasmus Mundus programme, Annex II remains the same and Annex III is added and specifies the tasks delegated to the EACEA (Commission of the European Communities, 2009, Annex I, II & III).

Commission Decision C(2009) 3355 delegates the management of certain parts of the Erasmus Mundus programme to EACEA.

5.3.7 Commission Decision C(2012) 9475

Commission Decision C(2012) 9475 of 20 December 2012 amends Commission Decision C(2009) 3355 (European Commission, 2012). It is drafted to delegate the management of the Media Mundus programme, projects in the fields of primary, secondary and higher education and youth funded by the European Neighbourhood and Partnership Policy and new tasks in the field of youth to EACEA (European Commission, 2012, Rec. 4). Therefore, Annex I, II and III have to be adapted (European Commission, 2012, Rec. 5).

Commission Decision C(2012) 9475 delegates the management of Media Mundus to EACEA.

5.3.8 Commission Decision C(2013) 9189

Commission Decision C(2013) 9189 of 18 December 2013 is drafted on the same day as Commission Decision 2013/776/EU (European Commission, 2013a; European Commission, 2013b). The difference is that Commission Decision 2013/776/EU establishes EACEA again and that Commission Decision C(2013) 9189 is about the delegation of powers to EACEA. Commission Decision C(2013) 9189 explains in more detail the tasks delegated to EACEA, but these tasks do not differ from the tasks described in Commission Decision 2013/776/EU (European Commission, 2013a, Art. 1). This document delegates the integrated programmes Erasmus+, the Creative Europe Programme, Europe for Citizens and external cooperation projects to EACEA (European Commission, 2013a, Annex I, II, III). In addition, where Commission Decision 2013/776/EU does not mention anything about the EU budget any more, in Commission Decision C(2013) 9189 it is described that the EU contributes to the budget of EACEA (European Commission, 2013b; European Commission 2013a, Art. 26). Furthermore, the parent DGs of EACEA are specifically mentioned (European Commission, 2013a, Art. 2). These are DG EAC, Communication (COMM) and Humanitarian Aid and Civil Protection (ECHO).

Commission Decision C(2013) 9189 is drafted on the same day as Commission Decision 2013/776/EU and delegates the programmes Erasmus+, the Creative Europe Programme, Europe for Citizens and external cooperation projects to EACEA. DG COMM, DG EAC and DG ECHO are specified as the parent DGs of EACEA.

5.3.9 Commission Decision C(2014) 4084

Commission Decision C(2014) 4084 of 26 June 2014 is drafted six months after Commission Decision C(2013) 9189 (European Commission, 2014a; European Commission, 2013a). It is necessary to supplement Commission Decision C(2013) 9189 because of the adoption of the programme EU Aid Volunteers (European Commission, 2014a, Rec. 3). Annex IV describes the delegated programmes of the EU Aid Volunteers initiative as this programme is new in the delegated powers to EACEA (European Commission, 2014a, Annex IV). Additionally, it is necessary to reformulate the delegated power regarding the Eurydice network (European Commission, 2014a, Rec. 4). This is done in Annex I by adding support for the Eurydice network as one of the activities supporting policy reform (European Commission, 2014a, Annex I). Furthermore, projects in Erasmus+ will be supported by multiple external cooperation instruments (European Commission, 2014a, Rec. 7, Annex I). These are included in Annex VI as four additional budget lines (European Commission, 2014a, Annex VI).

In Commission Decision C(2014) 4084, the programme EU Aid Volunteers is added as extra programme for EACEA to manage. Moreover, there is a reformulation of the delegated powers for the Eurydice network. As a result of the extension in external cooperation instruments for projects in Erasmus+, four extra budget lines are added.

5.3.10 Commission Decision C(2015) 658

Commission Decision C(2015) 658 is drafted on 12 February 2015, eight months after Commission Decision C(2014) 4084 (European Commission, 2015a; European Commission, 2014a). The extension of delegated powers is necessary because of Commission Decision SEC (2014) 572 changing organisational charts, the deletion of the reference to the internal audit function and the inclusion of three actions in Erasmus+ (European Commission, 2015a, Rec. 3-7). Commission Decision SEC(2014) 572 adapts the organisational charts of some DGs because of the plans of the new European Commission (European Commission, 2014b, p. 1). For EACEA, this results in the transfer of Creative Europe-MEDIA from DG EAC to DG for Communications Networks, Content and Technology (CONNECT) (European Commission, 2014b, p. 3). This does not change the delegation of power for EACEA, it will only change which DG is the parent DG for this part of the programme Creative Europe. It also leads in the inclusion of the DG Migration and Home Affairs (HOME) as parent DG of EACEA (European Commission, 2015a, Art. 1). As a result of President Decision C(2014) 9000, Article 25 of Commission Decision (2013) 9189 about the establishment of internal audit capability is deleted (European Commission, 2015a, Rec. 4, Art. 1). Moreover, in annex VI, there are three extra budget lines for the added actions in Erasmus+ (European Commission, 2015a, Annex VI).

The extension of power in Commission Decision C(2015) 658 consists of the consequences of Commission Decision SEC (2014) 572 which changes the parent DG for Creative Europe-MEDIA from DG EAC to DG CONNECT and includes DG HOME as one of the four parent DGs of EACEA. Furthermore, the article about the establishment of internal audit capability is removed. As a result of the incorporation of three actions in Erasmus+, three extra budget lines are added.

5.3.11 Commission Decision C(2016) 401

Commission Decision C(2016) 401 is drafted on 1 February 2016, one year after the previous revision in delegated powers to EACEA (European Commission, 2016a). There are multiple reasons for this Decision to delegate more power to EACEA. The powers of EACEA under the external cooperation instruments listed in Article 3.1.e of Commission Decision 2013/776/EU are extended to include the Intra-Africa Academic Mobility Scheme which is established under the Pan-African Programme

(European Commission, 2016a, Rec. 2-3, Annex V-VII). Additionally, there is extra funding through the European Development Fund for Erasmus+ (European Commission, 2016a, Rec. 4).

The extension of power in Commission Decision C(2016) 401 consists of the additional management of the Intra-Africa Academic Mobility Scheme and extra funding for Erasmus+ through the European Development Fund.

5.3.12 Commission Decision C(2016) 1851

Commission Decision C(2016) 1851 is drafted on 31 March 2016, two months after Commission Decision C(2016) 401 and is the most recent extension of powers of EACEA (European Commission, 2016b). This decision removes the reference to the Early Warning System as it is replaced by the Early Detection and Exclusion System which is not delegated to EACEA (European Commission, 2016b, Rec. 2-3). Furthermore, EACEA is tasked to manage the programme Dialogue with Stakeholders – National events in the field of Sport (European Commission, 2016b, Rec. 4, Art. 1).

The most recent extension of the powers of EACEA in Commission Decision C(2016) 1851 consists of the programme Dialogue with Stakeholders – National events in the field of Sport. Furthermore, there is a reduction of power because of the removal of the Early Warning System.

Commission Decision:	**Delegation of power of:**
C(2006) 3648 of 16 August 2006	Certain actions of programmes managed by EACEA.
C(2007) 1842 of 26 April 2007	Lifelong Learning, Culture, Europe for Citizens, Youth in Action, MEDIA, Erasmus Mundus, Eurydice and external cooperation programmes
C(2008) 1966 of 26 May 2008	Certain actions in Lifelong Learning, Europe for Citizens and Youth in Action
C(2008) 3645 of 22 July 2008	MEDIA II – Training and MEDIA II – Development and distribution
C(2008) 5888 of 14 October 2008	Tempus III, Tempus IV and projects in the fields of education and youth
C(2009) 3355 of 6 May 2009	Erasmus Mundus
C(2012) 9475 of 20 December 2012	Media Mundus
C(2013) 9189 of 18 December 2013	Erasmus+, Creative Europe, Europe for Citizens and external cooperation projects
C(2014) 4084 of 26 June 2014	EU Aid Volunteers, reformulation of Eurydice and extra budget lines in Erasmus+
C(2015) 658 of 12 February 2015	Extra budget lines in Erasmus+ and the parent DG of Creative Europe-MEDIA changes from DG EAC to DG CONNECT
C(2016) 401 of 1 February 2016	Intra-Africa Academic Mobility Scheme in the Pan-African Programme and extra funding for Erasmus+ through the European Development Fund
C(2016) 1851 of 31 March 2016	Dialogue with Stakeholders – National events in the field of Sport

Table 3: Delegation of power to EACEA

The results of this section are summarised in Table 3.

Since the establishment of EACEA, the Commission has delegated the management of a significant number of programmes. The Commission Documents detail when EACEA received the management of the policy programmes exactly. The largest delegations of power occur when new policy programmes are set up. In 2006, the programmes Youth in Action, Lifelong Learning, MEDIA and Culture were created and delegated by Commission Decisions C(2007) 1842 and C(2008) 1966. In 2009, the new Erasmus Mundus programme was established and delegated to EACEA by Commission Decision C(2009) 3355. In 2013, all programmes were integrated into five new programmes: Erasmus+, the Creative Europe Programme, Europe for Citizens, EU Aid Volunteers and external cooperation projects. These were delegated to EACEA by Commission Decisions C(2013) 9189 and C(2014) 4084. In between these Commission Decisions, smaller amounts of (parts of) programmes were delegated to EACEA.

5.4 Change in the organisational chart of DG EAC

The organisational charts of DG EAC will be reviewed from June 2000, just after the Lisbon European Council created its strategic goal "to become the most competitive and dynamic knowledge-based economy in the world" (European Council, 2000, para. 5). The final organisational chart reviewed is from January 2017 which is also the only change in the organisational chart of the DG EAC in 2017. By studying the organisational chart, it becomes clear what changes over time. In addition, there are notes that provide insights into the reasons why the organisational charts were adapted. These documents are necessary to study the relationship between the agencification of EACEA and name changes of units in the organisational chart of the DG EAC. The three developed hypotheses test the effect of the establishment of EACEA, policy change affecting EACEA and the delegation of power to EACEA on name changes in the organisational chart of the DG EAC as this might reflect a loss of power or shift in focus of the DG EAC.

Some of the changes in the organisational chart only consist of a change in the person managing the unit. These changes will not be mentioned and are not further discussed as this is not important for the hypotheses. There are personnel changes only in the organisational charts of April and June 2006, May 2007, February, March, June and July 2009, May and October 2012, June, July and November 2014, June, July and September 2015 and February, June and July 2016. In addition, in the organisational chart of June 2009, there was no noticeable change.

All organisational charts reviewed in this thesis can be retrieved in Annex II.

5.4.1 15 June 2000

In the organisational chart of the DG EAC of 15 June 2000, there is a Director-General and a deputy Director (See Annex II). There are two departments that report directly to the Director-General: 01 "Interinstitutional and international relations: Coordination – Planning – Evaluation" unit and 02 "Audit" unit. There are five directorates and they report directly to the Director general. Directorate A – "Education" consists of the five units A1 "Development of education policies", A2 "Higher education: Socrates-Erasmus, Jean Monnet", A3 "School education: Socrates-Comenius", A4 "Lifelong learning: Socrates-Grundtvig" and A5 "Tempus programme – Cooperation with the USA and Canada". Directorate B – "Vocational training" consists of the four units B1 "Development of vocational training policy", B2 "Implementation of the Leonardo da Vinci programme", B3 "Application and dissemination of innovation" and B4 "Language policy". Directorate C – "Culture, audiovisual policy and sport" consists of the five units C1 "Audiovisual policy", C2 "Culture: policy and framework programme", C3 "Support for audiovisual content (MEDIA)", C4 "Multimedia: culture – education – training" and C5 "Sport". Directorate D –"Citizenship and Youth" consists of the five units D1 "Dialogue with the citizen", D2 "Centre for the citizen", D3 "Documentation centre", D4 "Information" and D5 "Youth: Policy and Programme". Directorate E – "Resources" consists of the four units E1 "Human resources, administration", E2 "Budget programming and coordination", E3 "Budget implementation and procedures" and E4 "IT resources".

The note written by Reichenbach (2000) refers to decisions of the Commission taken on 3 December 1997 and 21 January 1998 as reasons for adapting the organisational chart. The note does not specify what the decision entails or what the reference numbers of the decisions are. It is not possible to know where this note refers to.

5.4.2 1 June 2001

Change in the organisational chart of 1 June 2001 appeared by the removal of the deputy Director and within Directorate D (See Annex II). The name of Directorate D changed to "Youth, Civil Society, Communication". Instead of five units, there will be four units: D1 "Youth", D2 "Visits, traineeships, partnerships with civil society", D3 "Central library" and D4 "Communication". Unit D5 "Youth: Policy and Programme" becomes D1 "Youth", unit D2 "Centre for the citizen" becomes D2 "Visits, traineeships, partnerships with civil society", unit D3 "Documentation centre" becomes D3 "Central Library" and unit D4 "Information" becomes D4 "Communication". Unit D1 "Dialogue with the citizen" is removed.

The note of Nikolaus van der Pas about the changes in the organisational chart of DG EAC explains that they are the result of an agreement between President Prodi and Mrs Reding on the future information strategy for the citizen of 29 November 1999 (Van der Pas, 2000). It will lead to the transfer of several activities from DG EAC to SPC in January 2001. The note does not explain what the abbreviation SPC means. Furthermore, the note does not specify which agreement between President Prodi and Mrs Reding is referenced here. In addition, there is no reference number which does not make it possible to retrieve the agreement.

5.4.3 10 April 2002

On 10 April 2002, the organisational change in the organisational chart of the DG EAC consists of the name change of four units (See Annex II). The unit 01 "Interinstitutional and international relations: Coordination – Planning – Evaluation" is replaced by 01 "Interinstitutional relations: Coordination – Evaluation". The unit A1 "Development of education policies" is replaced by A1 "Lifelong Learning policy Development". The unit A4 "Lifelong learning: Socrates-Grundtvig" is replaced by A4 "Socrates: Coordination and Horizontal Actions". The unit E3 "Budget programming and coordination" is replaced by E3 "Finance and on-site control". The note does not reveal the reasons for the name changes (Van der Pas, 2002).

5.4.4 1 May 2004

On 1 May 2004, there are two units that switch Directorate (See Annex II). The unit C4 "Multimedia: culture – education – training" of Directorate C – "Culture, audiovisual policy and sport" will switch with the unit B4 "Language policy" of Directorate B – "Vocational training". This is done because the unit "Multimedia: culture – education – training" fits better in Directorate B because it is the new programme for E-learning (Van der Pas, 2004a). Furthermore, the unit "Language policy" fits better in Directorate C because it is not exclusively linked to the Leonardo da Vinci programme but also to other programmes.

5.4.5 22 November 2004

The name of the unit A5 "Tempus programme – Cooperation with the USA and Canada" changes into A5 "Education cooperation with non-EU countries" on 22 November 2004 (See Annex II). This is because of the adoption of the Erasmus Mundus programme (Van der Pas, 2004a). With the name change, the unit better resembles its tasks because there will also be cooperation with other states than the USA and Canada.

5.4.6 1 February 2005

On 1 February 2005, all the Directorates and units of DG EAC changed (See Annex II). The units reporting directly to the Director-General are renamed 01 “Coordination – Evaluation and Interinstitutional relations” and 02 “Internal Audit (IAC)” . The units of Directorate A – “Lifelong Learning: Education and Training policies” are named A1 “Coordination of Lifelong Learning Policies”, A2 “School education and higher education”, A3 “Vocational training and adult education”, A4 “Innovation and transversal policies”, A5 “Multilingualism policy” and A6 “Analyses, statistics and indicators”. The units of Directorate B – “Lifelong Learning: Education and Training, Programmes and Actions” are named B1 “Coordination of Lifelong Learning programmes”, B2 “Financial verification”, B3 “Comenius – Grundtvig”, B4 “Erasmus – Jean Monnet”, B5 “Leonardo da Vinci” and B6 “Tempus – Erasmus Mundus”. The units of Directorate C – “Culture and Communication” are named C1 “Culture”, C2 “Communication and information”, C3 “Dissemination and exploitation of results” and C4 “Central Library”. In addition, there is one advisor tasked with “Culture: International and transversal aspects”. The units of Directorate D – “Youth, Sport and Relations with the Citizen” are named D1 “Youth: Policies”, D2 “Youth: Programmes”, D3 “Sport” and D4 “Civil society: Partnerships and visits”. The units of Directorate E – “Resources” are named E1 “Human resources”, E2 “Budget programming and coordination, Reporting”, E3 “Finance and Control”, E4 “IT resources” and E5 “Administration of documents and logistic support – Traineeships”.

One of the changes results from the transfer of the units C1 “Audiovisual policy” (without the international aspects of culture) and C3 “Support for audiovisual content (MEDIA)” to DG INFSO (now DG CONNECT) (Van der Pas, 2004b). These units are transferred to DG INFSO as a result of the plans of the newly appointed Commission (European Commission, 2004). Another change is the result of the focus on the goal of lifelong learning by integrating the programmes Socrates and Leonardo Da Vinci (Van der Pas, 2004b). This results in the restructuring of Directorate A and B both focusing on the goal of lifelong learning. These two Directorates will work on different parts of the goal. Merging these into one Directorate would increase the workload of the heads of units too much. The same reasoning was used for the creation of Directorate D (Van der Pas, 2004b). Furthermore, Directorate C and the role of an advisor are created to represent important tasks of the future with the Year of Intercultural Dialogue, the UNESCO convention and the Neighbourhood policy (Van der Pas, 2004b).

The changes in the organisational chart increase the number of units from 24 to 28. This is in agreement with the objective of increasing the middle management as a result of EU enlargement (Van der Pas, 2004b). Three of the heads of units will be filled by the DG and the future executive agency. It is the first time that EACEA is mentioned in the notes.

5.4.7 1 October 2005

On 1 October 2005, the organisational chart of DG EAC is changed by the addition of two Principal Advisors next to the Director-General (See Annex II). The first Principal Advisor is detached in the service interest as Head of Cabinet of the Commission's President. The second Principal Advisor is detached in the interest of the DG as Director of EACEA. There was no note retrieved for this change in the organisational chart of the DG EAC.

5.4.8 3 January 2006

On 3 January 2006, the Director-General received a second assistant (See Annex II). No notes were retrieved for this change in the organisational chart of the DG EAC.

5.4.9 1 September 2006

On 1 September 2006, the name of 01 "Coordination – Evaluation and Interinstitutional relations" changed into 01 "General coordination, interinstitutional and international affairs" (See Annex II). Unit A5 "Multilingualism policy" is transferred to C5 "Multilingualism policy" in Directorate C – "Culture and Communication". As a result, A6 "Analyses, statistics and indicators" becomes A5 "Analyses, statistics and indicators". The final change is the name change of E2 "Budget programming and coordination, Reporting" to E2 "Programming, budgetary coordination and evaluation". The notes do not provide reasons for these changes (Quintin, 2006a).

5.4.10 1 November 2006

On 1 November 2006, the explanation of the task of the advisor for culture is removed from the organisational chart while the advisor role remained present (See Annex II). There is no note for this change to the organisational chart of the DG EAC.

5.4.11 1 January 2007

In 1 January 2007, the name of B3 "Comenius – Grundtvig" is changed into B3 "Geographical impact of the programmes Comenius – Grundtvig" (See Annex II). The name is changed to be more compatible with the current priorities of DG EAC (Quintin, 2006b).

5.4.12 October 2007 – 1 November 2008

Between October 2007 and 1 November 2008, there were many changes in the organisational chart of DG EAC (See Annex II). It is not completely certain when the changes were finalised as the notes mention October 2007 while the documents with the organisational chart mention November 2008. There are only three units that remain the same. These are 02 "Internal audit (IAC)", B1 "Coordination

of the “Lifelong Learning” programme” and D3 “Sport”. The “international” part of unit 01 is transferred to the new unit A5. There is a task force created under the Director-General that will deal with the “European Institute of Technology” (Quintin, 2007). Directorate A will focus on the horizontal policy issues of the Lisbon process and Directorate B is structured along education levels (Quintin, 2007). In Directorate C, Multilingualism becomes more prominent as it is added to the name of the Directorate. It will focus more on Culture for youth because of the added programme “Culture” (Quintin, 2007). The change in Directorate D consists mainly of name changes. Directorate E is replaced with Directorate R “Resources” for the corporate activities (Quintin, 2007). These changes result in an organisational chart with 29 units.

This leads to a new structure with a Director-General, a Deputy Director-General and three Principal advisors. Under the Director-General, there are two Assistants, an Advisor, unit 01 “Policy and interinstitutional coordination”, unit 02 “Internal audit (IAC)” and Task Force “European Institute of Technology”. There remain to be five Directorates. Directorate A “Lifelong Learning: horizontal Lisbon policy issues and international affairs” consists of the five units A1 “Lifelong learning: contribution to the Lisbon process”, A2 “Lifelong learning: innovation and creativity”, A3 “Jean Monnet; university/business partnerships; relations with the agencies”, A4 “Analysis and studies” and A5 “Cooperation and international programmes”. Directorate B “Lifelong Learning: policies and programme” consists of the units B1 “Coordination of the “Lifelong Learning programme””, B2 “School education; “Comenius””, B3 “Higher education; “Erasmus””, B4 “Adult education; “Grundtvig””, B5 “Professional training; “Leonardo da Vinci””. Directorate C “Culture, Multilingualism and Communication” consists of the units C1 “Culture policy and intercultural dialogue”, C2 ““Culture” Programme and actions”, C3 “Communication and valorisation”, C4 “Central library of the Commission”, C5 “Multilingualism policy”. Directorate D “Youth, Sport and Citizenship” consists of the units D1 “Youth policy”, D2 “Youth in action”, D3 “Sport”, D4 “Citizenship policy; “Europe for citizens”” and D5 “Visits to the Commission”. Directorate R “Resources” consists of the units R1 “Human resources, internal communication and support to management”, R2 “Programming, budget and evaluation; supervision of EACEA”, R3 “Accounting and centralised financial management”, R4 “Management quality (standards, procedures and audits)”, R5 “Informatics resources” and R6 “Document management, logistical support and traineeships”.

5.4.13 1 January 2009

The Advisor under the Director-General is removed in the chart of 1 January 2009 (See Annex II). Furthermore, the Task Force “European Institute of Technology” is removed and becomes A2 “European Institute of Innovation and Technology”. The unit A2 “Lifelong Learning: innovation and

creativity" is removed. The name of R4 "Management quality (standards, procedures and audits)" is changed into R4 "Quality of financial management". The notes do not explain the reasons for the changes (Quintin, 2008).

5.4.14 1 May 2009

On 1 May 2009, the Deputy Director-General becomes directly responsible for Directorate D and will share this responsibility with the Director-General (See Annex II). The Director-General is responsible for the coordination of the new programmes. There is no note retrieved to explain this change to the organisational chart of the DG EAC.

5.4.15 1 September 2009

On 1 September 2009, one of the three Principal Advisors is removed from the organisational chart (See Annex II). There is no note retrieved to explain this change in the organisational chart of the DG EAC.

5.4.16 1 November 2009

On 1 November 2009, one of the two remaining Principal Advisors is removed from the organisational chart (See Annex II). There is no note retrieved to explain the change in the organisational chart of the DG EAC.

5.4.17 1 March 2010

On 1 March 2010, unit A6 "People: Marie-Curie programme" is added to Directorate A (See Annex II). Moreover, the unit C6 "MEDIA programme and media education" is added. There are two units removed in the Directorate D "Youth and sport". These are D4 "Citizenship policy; "Europe for citizens"" and D5 "Visits to the Commission". The changes in the organisational chart are the result of a shift in portfolios of the new Barroso Commission (Quintin, 2010). The MEDIA programme is taken over from DG INFSO and the "People: Marie-Curie programme" from DG RTD. The units "Citizenship policy" and "Visits to the Commission" are transferred from DG EAC to DG COMM.

5.4.18 1 September 2011

The organisational chart of DG EAC changes significantly on 1 September 2011 (See Annex II). The Director-General is directly linked to the Deputy-Director, one Principal advisor (seconded to EACEA), two assistants and the units 01 "Policy and interinstitutional coordination" and 02 "Internal audit (IAC)". In addition, the Director-General will share responsibility over Directorates A, B and C with the Deputy Director-General and remains solely responsible for Directorate D, the newly created

Directorate E and Directorate R. The Deputy Director-General has one assistant and is responsible for Directorates A, B and C. Directorate A "Lifelong learning: horizontal policy issues and 2020 strategy" consists of the units A1 "Education and Training in Europe 2020; country analysis", A2 "Skills and qualifications", A3 "Jean Monnet; equity in Education and Training", A4 "Analysis and studies" and A5 "Multilingualism policy". Directorate B "Lifelong learning: policies and programme" consists of the units B1 "Coordination of the Lifelong learning programme", B2 "School education; Comenius", B3 "Adult education; Grundtvig" and B4 "Vocational training; Leonardo da Vinci". Directorate C "Lifelong learning: higher education and international affairs" consists of the units C1 "Higher education; Erasmus", C2 "European Institute of Innovation and Technology; economic partnerships", C3 "People programme; Marie-Curie actions" and C4 "International cooperation and programmes". Directorate D "Culture and media" consists of the units D1 "Culture policy, diversity and intercultural dialogue", D2 "Culture programme and actions", D3 "MEDIA programme and media literacy" and D4 "Communication and valorisation". Directorate E "Youth and sport" consists of the units E1 "Youth policy", E2 "Youth in action", E3 "Sport" and E4 "Central library of the Commission". Directorate R consists of the units R1 "Human resources", R2 "Planning and budget", R3 "Accounting and finance", R4 "Supervision", R5 "Informatics" and R6 "Logistics; traineeships".

The changes made to the organisational chart of the DG EAC are still the result from the portfolio changes of the Barroso Commission (Quintin, 2010). A new Directorate C is created and is named "Lifelong learning: higher education and international affairs". Therefore, the previous Directorate C "Culture, Multilingualism and Communication" becomes Directorate D "Culture and Media" and the previous Directorate D "Youth, Sport and Citizenship" becomes Directorate E "Youth and Sport".

5.4.19 16 January 2013

On 16 January 2013, the Principal Advisor is removed from the organisational chart (See Annex II). There are also changes in the Directorates of which the most significant is that Directorate D "Culture and media" becomes Directorate E "Culture and creativity" and Directorate E "Youth and sport" becomes Directorate D "Youth and sport". Directorate A is renamed "Europe 2020: Policy development and country analysis" with the units A1 "Education and training in Europe 2020 governance", A2 "Country analysis", A3 "Skills and qualifications strategies; Multilingualism policy" and A4 "Statistics, studies and surveys". Directorate B is renamed "Education and vocational training" and consists of the units B1 "School education; Comenius", B2 "Vocational training and adult education; Leonardo da Vinci, Grundtvig", B3 "Coordination of the Lifelong learning programme" and B4 "Coordination of National Agencies". Directorate C is renamed "Higher education and international affairs" and consists of the units C1 "Higher education: Modernisation Agenda; Erasmus", C2 "Higher education and

innovation; entrepreneurship; EIT", C3 "Training and mobility of researchers; Marie Curie" and C4 "International cooperation and programmes; Jean Monnet". Directorate D becomes the Directorate for "Youth and sport" with the units D1 "Youth", D2 "Sport", D3 "Central library of the Commission" and D4 "Traineeships Office". Directorate E becomes the Directorate for "Culture and creativity" with the units E1 "Culture policy and intercultural dialogue", E2 "Creative Europe programme – culture", E3 "Creative Europe programme – MEDIA" and E4 "Communication and valorisation". Directorate R remains to be named "Resources" with the units R1 "Human resources", R2 "Planning, budget, impact assessment and supervision", R3 "Accounting and finance", R4 "Informatics" and R5 "Logistics and document management".

In Directorate A, the previous unit A1 "Education and Training in Europe 2020; country analysis" is split into A1 "Education and training in Europe 2020 governance" and A2 "Country analysis". The previous unit A2 "Skills and qualification" merges with A5 "Multilingualism policy" to A3 "Skills and qualification strategies; Multilingualism policy". The name of unit A4 is slightly changed. The previous unit B1 "Coordination of the Lifelong learning programme" becomes B3. The previous units B2 "School education; Comenius" becomes B1. The previous units B3 and B4 are merged into B2 "Vocational training and adult education; Leonardo da Vinci, Grundtvig". In Directorate C, the training and mobility of researchers is added to C3, Jean Monnet is transferred from A3 to C4 and there are some name changes. In Directorate D, the units dealing with Youth are merged and the unit "Traineeships Office" is transferred from Directorate R. The changes in Directorate E result of the implementation of the Creative Europe programme. In Directorate R, the unit dealing with "Supervision" is merged into R2 "Planning, budget, impact assessment and supervision" and in some units, there are some small name changes. There are no notes explaining these changes in the organisational chart of the DG EAC.

5.4.20 1 January 2014

The Erasmus+ programme is added to several Directorates and units (See Annex II). Directorate B becomes "Education and vocational training; Coordination of Erasmus+". B3 is renamed "Programme coordination Erasmus+" and B4 "Coordination of National Agencies Erasmus+". Directorate C becomes "Higher education and international affairs; Erasmus+" with the renamed units C3 "Research careers; Marie Skłodowska-Curie actions" and C4 "International cooperation; Higher education in the world; Erasmus+". Erasmus+ also appears in the units D1 "Youth; Erasmus+" and D2 "Sport; Erasmus+".

In addition, the units of EACEA become visible in the organisational chart of 1 January 2004 (See Annex II). The EACEA Director is directly linked to the Director-General at the place were the Principal Advisor seconded to EACEA was structured. The acting Head of Department is directly linked to Directorate B.

The other units are linked to all the Directorates separately and within this organisational chart not numerically logical. EACEA A7 “Education and Youth Policy Analysis” is structured under Directorate A. EACEA A1 “Erasmus+: Schools, Prospective Initiatives, Programme Coordination” and EACEA A5 “Erasmus+: Vocational Training, Adult Education, Platforms” are structured under Directorate B. The units EACEA A2 “Erasmus+: – Higher Education – Knowledge Alliances, Bologna Support, Jean Monnet”, EACEA A3 “Erasmus+: - Higher Education – Joint Master Degrees” and EACEA A4 “Erasmus+: - Higher Education – International Capacity Building” are structured under Directorate C. EACEA A6 “Erasmus+: Sport, Youth and EU Aid Volunteers” is structured under Directorate D. The units EACEA B1 “Creative Europe: Culture” and EACEA B2 “Creative Europe: MEDIA” are structured under Directorate E. The units EACEA R1 “Human Resources, Administration, Communication”, EACEA R2 “Finances, Accounting, Programming” and EACEA R3 “Informatics, Logistics” are structure under Directorate R.

Furthermore, there are units relating to Marie Skłodowska-Curie are added to Directorate C. These are the units REA A1 “Marie Skłodowska-Curie Innovative Training”, REA A2 “Marie Skłodowska-Curie Individual Fellowships: European”, REA A3 “Marie Skłodowska-Curie Research and Innovation Staff Exchanges” and REA A4 “Marie Skłodowska-Curie COFUND, Researchers’ Nights and Individual Fellowships: Global”. There are no notes explaining these changes in the organisational chart of the DG EAC.

5.4.21 1 March 2014

On 1 March 2014, the word Nights is changed into Night in unit REA A4 (See Annex II). The new name becomes REA A4 “Marie Skłodowska-Curie COFUND, Researchers’ Night and Individual Fellowships: Global”. There are no notes explaining these changes in the organisational chart of the DG EAC.

5.4.22 1 October 2014

On 1 October 2014, the responsibilities of the Deputy Director-General change from being responsible for Directorates A and B to Directorates D and E (See Annex II). There are no notes explaining these changes in the organisational chart of the DG EAC.

5.4.23 1 January 2015

On 1 January 2015, there are major changes to the structure of DG EAC resulting from changes of the Juncker Commission (European Commission, 2014b, p. 3). Directorates A, B and C are merged into the Directorates A and B dealing with the Modernisation of Education. In the new Directorate C “Youth and Sport”, the unit C3 becomes “Dissemination and exploitation of programmes” instead of “Central Library of the Commission”. In Directorate D “Culture and Creativity”, there is only one unit dealing

with the Creative Europe programme and EACEA B2 “Creative Europe: MEDIA” is removed. This is because the unit E3 “Creative Europe Programme – MEDIA” and EACEA B2 are transferred to DG CONNECT (European Commission, 2014b, p. 3). The unit E4 “Communication and valorisation” is removed and the unit D3 “Library and E-resources centre” is added. In the Directorate R, the units R4 and R5 are merged. Furthermore, there are name changes in many units of the Directorates. There are no notes explaining these changes in the organisational chart of the DG EAC.

This leads to the new organisational chart with the Director-General directly linked to the Deputy Director-General, the Director of EACEA and units 01 “Policy coordination, interinstitutional relations, communication and CWP” and 02 “Internal audit (IAC)” (See Annex II). The Director-General is responsible for all the Directorates and shares the responsibility of the Directorates C and D with the Deputy Director-General. Directorate A becomes “Modernisation of Education I: Europe 2020, country analysis, Erasmus+ coordination” with the units A1 “Europe 2020, ET 2020, contributes to education, investment package”, A2 “Country analysis”, A3 “Erasmus+ Programme coordination and National Agencies management”, A4 “Studies, impact assessments, analysis and statistics” and EACEA A7 “Erasmus+: Education and Youth Policy Analysis”. The Acting Head of Department of EACEA is linked to Directorate B “Modernisation of Education II: Education policy and programme, Innovation, EIT and MSCA”. It consists of the units B1 “Higher education”, B2 “Schools and educators; multilingualism”, B3 “Innovation in education, EIT and MSCA”, B4 “International cooperation in education and youth; Jean Monnet actions”, EACEA A1 “Erasmus+: Schools, Prospective Initiatives, Programme Coordination”, EACEA A2 “Erasmus+: - Higher Education – Knowledge Alliances, Bologna Support, Jean Monnet”, EACEA A3 “Erasmus+: - Higher Education – Joint Master Degrees”, EACEA A4 “Erasmus+: - Higher Education – International Capacity Building”, EACEA A5 “Erasmus+: Vocational Training, Adult Education, Platforms”, REA A1 “Marie Skłodowska-Curie Innovative Training Networks”, REA A2 “Marie Skłodowska-Curie Individual Fellowships: European”, REA A3 “Marie Skłodowska-Curie Research and Innovation Staff Exchanges” and REA A4 “Marie Skłodowska-Curie COFUND, Researchers’ Nights and Individual Fellowships: Global”. Directorate C “Youth and Sport” consists of the units C1 “Youth policy and programme”, C2 “Sport and programme”, C3 “Dissemination and exploitation of programmes”, C4 “Traineeships Office” and EACEA A6 “Erasmus+: Sport, Youth and EU Aid Volunteers”. Directorate D “Culture and Creativity” consists of D1 “Cultural diversity and innovation”, D2 “Creative Europe programme”, D3 “Library and e-resources centre” and EACEA B1 “Creative Europe: Culture”. Directorate R “Resources and Planning” consists of the units R1 “Human resources, BPM and document management”, R2 “Budget, planning and supervision”, R3 “Accounting and finance”, R4 “Informatics and logistics”, EACEA R1 “Human Resources, Administration, Communication”, EACEA R2 “Finances, Accounting, Programming” and EACEA R3 “Informatics, Logistics”.

5.4.24 1 April 2015

On 1 April 2015, the unit 02 “Internal audit (IAC)” is removed and REA “Excellent Science” is added with a direct link to the Directorate B (See Annex II). Furthermore, the unit EACEA A1 is transferred from Directorate B to A and renamed EACEA A1 “Erasmus+: Prospective Initiatives, Policy Networks, Programme and Linguistic Support”. The name of A1, EACEA A3 and EACEA A5 are changed into A1 “Europe 2020, Investment Plan, Education and Training 2020”, EACEA A3 “Erasmus+ - Higher Education – Erasmus Mundus Joint Master Degrees” and EACEA A5 “Erasmus+: Schools, Vocational Training, Adult Education, Platforms”. There are no notes explaining these changes in the organisational chart of the DG EAC.

5.4.25 1 December 2015

On 1 December 2015, the Commission decided to create a temporary post of Principal Advisor with a direct link to the Director-General (See Annex II; European Commission, 2015b). Additionally, there are changes in the units of Directorate C “Youth and Sport”. The previous unit C1 is renamed to “Youth policy”, the previous unit C2 becomes C3, the previous unit C3 becomes C4 and the previous unit C4 becomes C2 with the new name “Youth programme, youth outreach tools and traineeships”. There are no notes explaining these changes in the organisational chart of the DG EAC.

5.4.26 1 January 2017

On 1 January 2017, there are many changes in the units of DG EAC (See Annex II). The first significant change is that the DG is renamed. The European Commission decided to change it from Education and Culture to Education, Youth, Sport and Culture (European Commission, 2016c). The abbreviation EAC remains to be used.

In the organisational chart, the name of unit 01 changes into “Policy Coordination and Inter-Institutional Relations”. Furthermore, there are three new Directorates A, B and C which leads to a rearrangement of units. Directorate A becomes “Policy Strategy and Evaluation” with the units A1 “Strategy and investment”, A2 “Country Analysis”, A3 “Stakeholder Engagement and Programme Impact” and A4 “Evidence-Based Policy and Evaluation”. Directorate B becomes “Youth, Education and Erasmus+” with the units B1 “Higher Education”, B2 “Schools and Multilingualism”, B3 “Youth, Volunteer Solidarity and Traineeships Office”, B4 “Erasmus+ Coordination”. Directorate C becomes “Innovation, International Cooperation and Sport” with the units C1 “Innovation and EIT”, C2 “Marie Skłodowska-Curie Actions”, C3 “International Cooperation” and C4 “Sport”. Additionally, the units of REA that were attached to Directorate B are transferred to Directorate C. The names of D1 and D2 are changed into D1 “Cultural Policy” and D2 “Creative Europe”. Directorate R becomes “Performance

Management, Supervision and Resources" with the units R1 "Organisational Performance and Legal Affairs", R2 "Budget Planning and Supervision", R3 "Finance and Accounting" and R4 "IT Projects and Support". Moreover, the unit EACEA A6 is transferred from Directorate C to B and the units EACEA A3 and EACEA A4 are transferred from Directorate B to C. There are no notes explaining these changes in the organisational chart of the DG EAC.

The results of this section are summarised in Table 4.

Date:	**Change in organisational chart DG EAC:**
15 June 2000	-Note does not specify to which decisions of the Commission it refers for change
1 June 2001	-Directorate D changes from "Citizenship and Youth" to "Youth" and changes in the units
10 April 2002	-Slight changes in the names of four units by shifting subjects
1 May 2004	-Switch of two units between two Directorates because it fits better there
22 November 2004	-Name change in one unit to better reflect its tasks because of the adoption of the Erasmus Mundus programme
1 February 2005	-Complete restructuring of the organisational chart -Transfer of units dealing with audiovisual policy and MEDIA to DG INFSO resulting from the plans of the newly appointed Commission -Focus on goal of lifelong learning -First time EACEA is mentioned. It will fill a position of head of unit
1 October 2005	-Two principal advisors are added of which one is detached as Director of EACEA
3 January 2006	-One extra assistant to the Director-General
1 September 2006	-Slight name changes in two units -Transfer of one unit to Directorate C
1 November 2006	-Removal of the explanation of the task of the advisor for culture
1 January 2007	-Slight name change to be compatible with the current priorities of DG EAC
October 2007 – 1 November 2008	-Significant restructuring of the organisational chart -Focus of Directorate A on Lifelong Learning: the horizontal Lisbon policy issues and international affairs -Focus of Directorate B on Lifelong Learning structured along education levels -Addition of Culture and Youth in Action
1 January 2009	-Removal of advisor and unit dealing with Lifelong Learning -Slight name change in one unit -Transfer of one unit from Task Force to Directorate A
1 May 2009	-Deputy Director-General becomes directly responsible for Directorate D
1 September 2009	-Removal of one of the three Principal Advisors
1 November 2009	-Removal of one of the two Principal Advisors
1 March 2010	-Addition of Marie-Curie, MEDIA resulting from the plans of the newly appointed Commission -Transfer of two units dealing with citizenship policy and visits to the Commission to DG COMM

1 September 2011	-Significant change of the organisational chart still resulting from the plans of the newly appointed Commission -Name changes in many units, but often the main focus remains the same -Establishment of Directorate C dealing with Lifelong Learning: higher education and international affairs -Deputy Director-General becomes responsible for Directorates A, B and C
16 January 2013	-Significant change of the organisational chart -Removal of last Principal Advisor which was seconded as Director to EACEA -Switch of Directorate D and E -Lifelong Learning removed from the names of Directorate A, B and C -Removal of Youth in Action, Culture and MEDIA -Addition of Creative Europe -Name changes, splits and merges in other units
1 January 2014	-Addition of Erasmus+ to several Directorates and Units -Addition of 12 EACEA units and Head of Department of EACEA -Addition of four REA units
1 March 2014	-Name change of one letter in one unit
1 October 2014	-Deputy Director-General becomes responsible for Directorates D and E
1 January 2015	-Significant change of the organisational chart resulting from the plans of the newly appointed Commission -Directorates A, B and C are merged into Directorate A and B -Creative Europe – MEDIA transferred to DG CONNECT -Name changes, removal and addition of units
1 April 2015	-Removal of one unit -Addition of REA unit -Transfer and name change of one EACEA unit from Directorate B to A -Slight name change of one unit of Directorate A and two EACEA units
1 December 2015	-Creation of temporary Principal Advisor -Shift of three units and one name change in Directorate C
1 January 2017	-Significant change of the organisational chart -Name change of DG EAC from Education and Culture to Education, Youth, Sport and Culture -Focus of Directorate A on “Policy Strategy and Evaluation” -Focus of Directorate B on “Youth, Education and Erasmus+” -Focus of Directorate C on “Innovation, International Cooperation and Sport” -Transfer of 3 units to other Directorates -Units of REA are attached to Directorate C -Name changes in several units -Name change in Directorate R and its units

Table 4: Change in the organisational chart of DG EAC

In this section, the changes in the organisational chart of the DG EAC from 15 June 2000 until 1 January 2017 were discussed. The organisational chart of the DG EAC changes completely with name changes in all units on 1 February 2005 and changes significantly with name changes in almost all units of October 2007 – 1 November 2008, on 1 September 2011, on 16 January 2013, on 1 January 2015 and on 1 January 2017.

The plans of the newly appointed Commission are responsible for the changes of 1 September 2011 and 1 January 2015. This leads to name changes and the removal and addition of units. Another change resulting from the newly appointed Commission is the addition of MEDIA and Marie-Curie on 1 March 2010. The changes of 1 February 2005 are the result of the focus on the goal of the lifelong learning. The change in the chart of October 2007 – 1 November 2008 are the result of the focus of two Directorates on Lifelong Learning and the addition of the programmes Culture and Youth in Action. On 16 January 2013, the changes in the chart are the result of the addition of Creative Europe and the removal of Youth in Action, Culture, MEDIA and almost everything of Lifelong Learning. On 1 January 2017, the changes are the result of a shift in focus of the Directorates A, B and C.

On 1 October 2005, one of the Principal Advisors is detached as Director of EACEA. This unit is removed on 16 January 2013. In the next change in the organisational chart of the DG EAC of 1 January 2014, 12 EACEA units are added as well as the Head of Department of EACEA. Simultaneously, Erasmus+ is also added to the names of several Directorates and units.

The results described in this chapter about the establishment of EACEA, the policy change affecting EACEA, the delegation of power to EACEA and change in the organisational chart of the DG EAC can be combined to be able to test the three hypotheses. In the Discussion chapter, these results are linked which leads to the confirmation or rejection of the hypotheses.

6 Discussion

This chapter combines the outcomes of the Results chapter with the formulated hypotheses to test if they can be confirmed. The tested hypotheses will help to answer the central research question about the relationship between the agencification of EACEA and name changes in the organisational chart of the DG EAC. Below is a review of the hypotheses:

H_1: The establishment of EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

H_2: Policy change affecting the programmes managed by EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

H_3: The delegation of power to EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

6.1 Establishment of EACEA

The executive agency EACEA is established by Commission Decision 2005/56/EC, amended by Commission Decision 2007/114/EC and re-established by Commission Decision 2009/336/EC and Commission Decision 2013/776/EU. This section will combine the results to study what changed in the organisational chart of DG EAC when EACEA was established. It will test H_1 that hypothesises that the establishment of EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

Table 5 combines the establishment of EACEA and name changes in the organisational chart of the DG EAC occurring around the same time.

Commission Decision:	**EACEA manages:**	**Change in organisational chart of DG EAC:**
2005/56/EC of 14 January 2005	Socrates, Leonardo da Vinci, the Youth Community action programme, Culture 2000, MEDIA Plus, MEDIA-Training, Erasmus Mundus, e-learning, civic participation and other action programmes in the fields of youth, education and training, culture and higher education regarding developing countries	1 February 2005: -Complete restructuring -Focus on goal of lifelong learning -Transfer of MEDIA to DG INFSO -EACEA will position of head of unit 1 October 2005: -One of the Principal Advisors detached as Director of EACEA

2007/114/EC of 8 February 2007	Lifelong Learning, Culture, Europe for Citizens, Youth in Action, MEDIA, Erasmus Mundus, Eurydice and external cooperation projects	October 2007 – 1 November 2008: -Significant restructuring -Focus on Lifelong Learning of Directorates A and B -Addition of Culture and Youth in Action
2009/336/EC of 20 April 2009	Tempus III, MEDIA II, MEDIA II – Development and distribution, MEDIA II – Training, the new Erasmus Mundus action programme and external cooperation programmes	1 May 2009: -Deputy Director becomes responsible for Directorate D "Youth, Sport and Citizenship"
2013/776/EU of 18 December 2013	The integration of all programmes managed by EACEA into 5 programmes: Erasmus+, Creative Europe, Europe for Citizens, the European Voluntary Humanitarian Aid Corps – EU Aid Volunteers and projects on external cooperation in higher education	1 January 2014: -Addition of Erasmus+, 12 EACEA units and Head of Department of EACEA and four REA units

Table 5: Establishment of EACEA and change in the organisational chart of the DG EAC

The establishment of EACEA by Commission Decision 2005/56/EC of 14 January 2005 can be linked to name changes in the organisational chart of the DG EAC of 1 February 2005 and 1 October 2005. Commission Decision 2005/56/EC established EACEA and the management of many existing programmes were transferred to EACEA. On 1 February 2005, the organisational chart changes completely which is a result of increasing the number of units because of EU enlargement. One of the heads of the created units is filled by EACEA. This becomes visible in the structure of 1 October 2005 when one of the Principal Advisors is detached as Director of EACEA. In addition, on 1 February 2005, the DG EAC will focus more on the goal of lifelong learning and the MEDIA programme is transferred to DG INFSO.

The created position of Principal Advisor detached as Director to EACEA in the organisational chart of the DG EAC is a result of the establishment of EACEA. The focus on the goal of lifelong learning and transfer of MEDIA do not seem to be a direct result of the establishment of EACEA.

The amendment to the establishment of EACEA by Commission Decision 2007/114/EC of 8 February 2007 might be connected to name changes in the organisational chart of the DG EAC occurring between October 2007 and 1 November 2008. Commission Decision 2007/114/EC is created to make EACEA compatible with the newly created policy programmes Lifelong Learning, Culture, Europe for Citizens, Youth in Action and MEDIA. In the organisational chart, there were significant name changes

as a result of a focus on the Lifelong Learning programme and the addition of the programmes Culture and Youth in Action.

While the names of units in the organisational chart changed, it does not seem to be a direct result of the amendment of the establishment of EACEA. It seems that this amendment was made resulting from EACEA being more compatible with the newly created policy programmes.

The re-establishment of EACEA by Commission Decision 2009/336/EC of 20 April 2009 might be linked to the name changes in the organisational chart of the DG EAC of 1 May 2009. Because of Commission Decisions 2009/336/EC, EACEA receives the management of more programmes. The increase in tasks is not large and does not become visible in name changes of the organisational chart. This might be because the added programmes are integrated into existing units dealing with similar policies. The change that does occur in the organisational chart of the DG EAC is that the Deputy Director becomes responsible for Directorate D.

There does not seem to be a link between the re-establishment of EACEA in 2009 and name changes in the organisational chart of the DG EAC of 1 May 2009.

The re-establishment of EACEA by Commission Decision 2013/776/EU of 18 December 2013 might be linked to name changes in the organisational chart of the DG EAC of 1 January 2014. Commission Decision 2013/776/EU transfers the management of five integrated programmes to EACEA. The adaptation of the organisational chart of 1 January 2014 consists of the addition of Erasmus+, 12 EACEA units and Head of Department of EACEA and four REA units. The Creative Europe programme appears in the organisational chart of the DG EAC on 16 January 2013. If the re-establishment of EACEA led to name changes in the organisational chart of the DG EAC, it would have made sense for Erasmus+ and Creative Europe to appear simultaneously. The appearance of the 12 EACEA units and Head of Department of EACEA is interesting but seems to only show the close links between the DG and executive agency. This is also the case for the 4 units of REA.

There does not seem to be a direct link between the re-establishment of EACEA in 2013 and name changes in the organisational chart of the DG EAC of 1 January 2014.

While there are name changes in the organisational chart of DG EAC when EACEA is established, amended or re-established, there does not always seem to be a direct link with the establishment of EACEA. There was only a direct link noticeable with the initial establishment of EACEA in 2005 because

of the secondment of the Principal Advisor as Director to EACEA. With the amendments to the establishment of EACEA and re-establishments, there was no direct connection. This leads to the failure of confirmation of H_1: The establishment of EACEA led to the DG EAC adapting its organisational chart by changing the names of units. The analysis implies that the creation of policy programmes has more influence on change in the organisational chart of the DG EAC. This possible relationship is discussed in the following section.

6.2 Policy change affecting EACEA

Since the establishment of the strategic goal to become the most competitive and dynamic knowledge-based economy in the world by the Lisbon European Council, the policy programmes MEDIA, Youth in Action, Lifelong Learning, Culture, Erasmus Mundus, MEDIA Mundus, Erasmus+ and Creative Europe were established. These programmes are managed by EACEA. The changes in the organisational chart of the DG that occurred around the same time as the creation of these policy programmes are used to test the second hypothesis. H_2 claims that policy change affecting the programmes managed by EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

Table 6 combines the policy change affecting EACEA and name changes in the organisational chart of the DG EAC occurring around the same time.

Decision/Regulation:	**Programme:**	**Change in organisational chart of DG EAC:**
Decision No 1718/2006/EC of 15 November 2006	MEDIA	1 March 2010: -MEDIA is transferred from DG INFSO to DG EAC
Decision No 1719/2006 of 15 November 2006	Youth in Action	1 January 2007: -Slight name change to be compatible with DG EACs priorities October 2007 – 1 November 2008: -Focus of Directorates A and B on Lifelong Learning -Addition of Culture and Youth in Action
Decision No 1720/2006/EC of 15 November 2006	Lifelong Learning	
Decision No 1855/2006/EC of 12 December 2006	Culture	
Decision No 1298/2008/EC of 16 December 2008	Erasmus Mundus	1 January 2009: -Transfer, name change and removal of unit and removal of advisor
Decision No 1041/2009/EC of 21 October 2009	MEDIA Mundus	1 November 2009: -Removal of one Principal Advisor
Regulation (EU) No 1288/2013 of 11 December 2013	Erasmus+	16 January 2013: -Addition of Creative Europe 1 January 2014: -Addition of Erasmus+, 12 EACEA units and Head of Department of EACEA and four REA units
Regulation (EU) No 1295/2013 of 11 December 2013	Creative Europe	

Table 6: Policy change affecting EACEA and change in the organisational chart of the DG EAC

In 2006, the programmes Youth in Action, Lifelong Learning and Culture were created. The programmes are established from 2007 and last until 2013. The change of the organisational chart of

the DG EAC on 1 January 2007 cannot be linked to the creation of one of these policy programmes. Between October 2007 and November 2008, there was a significant change in the organisational chart with only three units remaining the same. Because of the changes, the programmes Youth in Action, Lifelong Learning and Culture became units in the organisational chart of the DG EAC. Lifelong Learning does not only appear in the name of three of the units of Directorates A and B, but also in the names of the Directorates A and B itself. The Culture programme is placed in Directorate C and the Youth in Action programme in Directorate D.

There seems to be a link between the creation of the policy programmes Youth in Action, Lifelong Learning and Culture and name changes in the organisational chart of the DG EAC between October 2007 and 1 November 2008.

In 2008, the Erasmus Mundus programme was established for the years 2009 until 2013. The subsequent change in the organisational chart of the DG EAC cannot be linked to the creation of Erasmus Mundus. Furthermore, also in other changes of the organisational chart of the DG EAC in 2009, Erasmus Mundus does not appear. This might be because the Erasmus Mundus programme is structured within the existing unit B3 “Higher education; “Erasmus””.

The creation of Erasmus Mundus does not lead to name changes in the organisational chart of the DG EAC, however, the programme is likely to be integrated in unit B3 “Higher education; “Erasmus””.

In 2006, the MEDIA programme was created from 2007 until 2013. DG EAC was not the responsible parent-DG which means that the programme does not appear in the organisational chart at the moment the programme was created. In 2009, the MEDIA Mundus was created for the years 2011 until 2013. In 2010, the MEDIA programme appears in the organisational chart of the DG EAC when it becomes responsible for it. MEDIA Mundus is delegated to DG EAC by Commission Decision C(2012) 9475 of 20 December 2012. It is likely that MEDIA Mundus is included in unit D3 “MEDIA programme and media literacy” when the DG EAC becomes responsible.

The MEDIA programme appeared in the organisational chart of the DG EAC when the DG EAC became responsible for it. The MEDIA Mundus programme is likely to be integrated in unit D3 “MEDIA programme and media literacy”.

In 2013, the Erasmus+ and Creative Europe programmes were established from 2014 until 2020. The first change to the organisational chart of the DG EAC of 1 January 2014 after the creation of these

programmes adds Erasmus+ to eight units and three Directorates. Remarkably, the Creative Europe programme is added to the organisational chart of the DG EAC on 16 January 2013. This is before the programme is officially created.

There seems to be a link between the creation of Erasmus+ and Creative Europe and their appearance in the organisational chart of the DG EAC. However, Creative Europe appeared before it was created.

The results show that there is a link between policy change and name changes in the organisational chart of the DG EAC. This is visible with the policies Youth in Action, Lifelong Learning, Culture, MEDIA, Erasmus+ and Creative Europe. The programmes Erasmus Mundus and MEDIA Mundus did not lead to name changes in the organisational chart of the DG EAC, however, this could be because they are merged in the units dealing with Erasmus and MEDIA. This leads to the confirmation of H_2: Policy change affecting the programmes managed by EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

6.3 Delegation of more powers to EACEA

EACEA received more powers through 12 Commission Decisions. This section links the Commission Decisions delegating more powers to EACEA to name changes in the units of the DG EAC occurring around the time of the Commission Decisions. It will test H_3 that expects that the delegation of power to EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

Table 7 combines the delegation of power to EACEA and name changes in the organisational chart of the DG EAC occurring around the same time.

Commission Decision C(2006) 3648 of 16 August 2006 delegated certain actions of programmes to EACEA. This is means that no new programmes were delegated. It is only an expansion of tasks within a programme. The organisational chart of the DG EAC changed with name change in two units and a transfer of one unit on 1 September 2006. These changes cannot be directly linked to the delegation of certain actions. However, it is likely that the delegated actions are structured within the existing units dealing with these programmes.

Commission Decision:	Delegation of power of:	Change in organisational chart of DG EAC:
C(2006) 3648 of 16 August 2006	Certain actions of programmes managed by EACEA.	1 September 2006: -Slight name changes in two units -Transfer of one units to Directorate C
C(2007) 1842 of 26 April 2007	Lifelong Learning, Culture, Europe for Citizens, Youth in Action, MEDIA, Erasmus Mundus, Eurydice and external cooperation programmes	October 2007 – 1 November 2008: -Focus of Directorates A and B on Lifelong Learning -Addition of Culture and Youth in Action 1 March 2010: -MEDIA is transferred from DG INFSO to DG EAC
C(2008) 1966 of 26 May 2008	Certain actions in Lifelong Learning, Europe for Citizens and Youth in Action	
C(2008) 3645 of 22 July 2008	MEDIA II – Training and MEDIA II – Development and distribution	
C(2008) 5888 of 14 October 2008	Tempus III, Tempus IV and projects in the fields of education and youth	
C(2009) 3355 of 6 May 2009	Erasmus Mundus	1 September 2009: -Deputy Director-General becomes responsible for Directorate D
C(2012) 9475 of 20 December 2012	Media Mundus	16 January 2013: -Addition of Creative Europe
C(2013) 9189 of 18 December 2013	Erasmus+, Creative Europe, Europe for Citizens and external cooperation projects	16 January 2013: -Addition of Creative Europe 1 January 2014: -Addition of Erasmus+, 12 EACEA units and Head of Department of EACEA and four REA units
C(2014) 4084 of 26 June 2014	EU Aid Volunteers, reformulation of Eurydice extra budget lines in Erasmus+	1 October 2014: -Deputy Director-General becomes responsible for Directorates D and E
C(2015) 658 of 12 February 2015	Extra budget lines in Erasmus+ and the parent DG of Creative Europe-MEDIA changes from DG EAC to DG CONNECT	1 January 2015: -Significant change in chart because of new Commission -Creative Europe-MEDIA transferred to DG CONNECT 1 April 2015: -Name changes, removal, addition and transfer of units
C(2016) 401 of 1 February 2016	Intra-Africa Academic Mobility Scheme in the Pan-African Programme and extra funding for Erasmus+ through the European Development Fund	1 January 2017: -Significant change in organisational chart -Name change of DG EAC -New focus for Directorates A, B and C -Transfer and name changes of units
C(2016) 1851 of 31 March 2016	Dialogue with Stakeholders – National events in the field of Sport	

Table 7: Delegation of power to EACEA and change in the organisational chart of the DG EAC

The delegation of power of Commission Decision C(2006) 3648 of 16 August 2006 cannot be directly connected to name changes in the organisational chart of the DG EAC. However, it is likely that the delegated actions are structured within the existing units dealing with these programmes and, therefore, not leading to extra name changes in the organisational chart.

Commission Decisions C(2007) 1842 of 26 April 2007, C(2008) 1966 of 26 May 2008, C(2008) 3645 of 22 July 2008 and C(2008) 5888 of 14 October 2008 delegate a significant number of programmes to EACEA. The subsequent change to the organisational chart of the DG EAC is made between October 2007 and 1 November 2008. The programmes Lifelong Learning, Culture and Youth in Action are added in the chart. The other programmes do not appear in the organisational chart. For the MEDIA programme, this is because DG INFSO in responsible for it until 1 March 2010. The other programmes, Erasmus Mundus, Eurydice, Tempus III, Tempus IV and other projects, might be integrated into existing units as they are smaller.

The delegation of power of Commission Decisions C(2007) 1842 of 26 April 2007 and C(2008) 1966 of 26 May 2008 can be linked to name changes in the organisational chart of the DG EAC between October 2007 and 1 November 2008. The delegation of power of Commission Decision C(2008) 3645 of 22 July 2008 impacts the change in the organisational chart of the DG EAC of 1 March 2010 when the responsibility of the programme is transferred to the DG EAC. The delegation of power of Commission Decision C(2008) 5888 of 14 October 2008 does not lead to noticeable name changes in the organisational chart of the DG EAC. This might be because the programmes are included in existing units without changing the names of the units as they remain to be focused on the same tasks.

Commission Decision C(2009) 3355 of 6 May 2009 delegates Erasmus Mundus to EACEA. It might be connected to the change in the organisational chart of 1 September 2009. However, the delegation of Erasmus Mundus is not connected to the responsibility of the Deputy Director-General. Erasmus Mundus is likely to be integrated into the existing units dealing with Erasmus.

The delegation of power of Commission Decision C(2009) 3355 of 6 May 2009 cannot be directly connected to name changes in the organisational chart of the DG EAC. The programme is likely to be integrated in the existing Erasmus unit.

Commission Decision C(2012) 9475 of 20 December 2012 delegates Media Mundus to EACEA. In the subsequent change in the organisational chart of the DG EAC of 16 January, MEDIA Mundus does not appear. It is likely that the programme is integrated in the unit dealing with MEDIA.

The delegation of power of Commission Decision C(2012) 9475 of 20 December 2012 cannot be directly linked to name changes in the organisational chart of the DG EAC. This might be because the programme is integrated into the existing unit dealing with MEDIA.

Commission Decision C(2013) 9189 of 18 December 2013 delegates the power of Erasmus+, Creative Europe, Europe for Citizens and external cooperation projects to EACEA. Creative Europe was added to the organisational chart of the DG EAC on 16 January 2013. This was before the programme was delegated to EACEA and also before it was officially created. Erasmus+ appears in the organisational chart of 1 January 2014. There are also 12 EACEA units and a Head of Department and four REA units added. Europe for Citizens does not appear in the organisational chart of the DG EAC because DG HOME is its parent DG (European Union, 2018, p. 4).

The delegation of power through Commission Decisions C(2013) 9189 of 18 December 2013 does not lead to organisational change for all the programmes. The programmes linked to DG EAC do affect name changes in the organisational chart of the DG EAC.

Commission Decision C(2014) 4084 of 26 June 2014 delegates the programme EU Aid Volunteers to EACEA. Moreover, it reformulates Eurydice and adds extra budget lines in Erasmus+. The subsequent change in the organisational chart of the DG EAC is on 1 October 2014. The change consists of the Deputy Director-General becoming responsible for Directorates D and E. This does not link to the delegation of powers. The responsible parent DG of the programme EU Aid Volunteers is DG ECHO. Furthermore, the other changes do not consist of the delegation of complete programmes. There is, therefore, no change in the organisational chart of the DG EAC.

The delegation of power of Commission Decision C(2014) 4084 of 26 June 2014 does not lead to name changes in the organisational chart of the DG EAC. This is because the EU Aid Volunteers programme is not linked to DG EAC and there are only minor changes in the delegation of the already delegated Eurydice and Erasmus+ programmes.

Commission Decision C(2015) 658 of 12 February 2015 consists of the addition of Erasmus+ budget lines and the change of parent DG for Creative Europe-MEDIA from DG EAC to DG CONNECT. In the organisational chart, the Creative Europe-MEDIA unit transferred from DG EAC on 1 January 2015. This is before it is mentioned in Commission Decision C(2015) 658. The subsequent change in the organisational chart of the DG EAC of 1 April 2015 consists of name changes, and the removal, addition

and transfer of units. This cannot be linked to the addition of Erasmus+ budget lines as this change is merged into the existing unit dealing with Erasmus+

The delegation of power of Commission Decision C(2015) 658 of 12 February 2015 does not lead to name change in the organisational chart of the DG EAC for the addition of Erasmus+ budget lines. Creative Europe-MEDIA is removed from the organisational chart on 1 January 2015 which is before Commission Decision C(2015) 658.

Commission Decision C(2016) 401 of 1 February 2016 delegates the Intra-Africa Academic Mobility Scheme to EACEA. Additionally, there is extra funding for Erasmus+ through the European Development Fund. The subsequent change in the organisational chart of the DG EAC occurs on 1 January 2017. The chart changes significantly with a name change of the DG EAC, a new focus for the Directorates A, B and C and the transfer and name changes of units. The Intra-Africa Academic Mobility Scheme does not appear in the chart. It is likely that it is included in one of the units dealing with higher education or international cooperation. The extra funding for Erasmus+ does not lead to name changes in the organisational chart of the DG EAC as the change is likely to be integrated in the existing units dealing with Erasmus+.

The delegation of power of Commission Decision C(2016) 401 of 1 February 2016 does not lead to name changes in the organisational chart of the DG EAC. This is likely to be because of the change being integrated in existing units.

This section shows that not all delegations of power to EACEA lead to name changes in the organisational chart of the DG EAC. There might be a link for the Commission Decisions C(2007) 1842 of 26 April 2007 and C(2008) 1966 of 26 May 2008, but not for the others. One of the reasons for the delegation of power to EACEA not leading to change in the organisational chart of DG EAC is that the delegated programmes are connected to another parent DG. Furthermore, some of the delegated powers consists of parts of programmes already delegated to EACEA and visible in the organisational chart of the DG EAC. The added power does not lead to name changes. This leads to the failure of confirmation of H_3: The delegation of power to EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

Table 8 summarises the confirmation and failure of confirmation of the three tested hypotheses.

Hypothesis:	Result:	Reason:
H_1: The establishment of EACEA led to the DG EAC adapting its organisational chart by changing the names of units.	Failure to confirm	Not all establishments of EACEA lead to name changes in the organisational chart of the DG EAC that can be linked the establishment. The analysis implies that the creation of policy programmes has more influence on the organisational chart of the DG EAC.
H_2: Policy change affecting the programmes managed by EACEA led to the DG EAC adapting its organisational chart by changing the names of units.	Confirmed	The created policies Youth in Action, Lifelong Learning, Culture, MEDIA, Erasmus+ and Creative Europe lead to name changes of units in the organisational chart of the DG EAC. Erasmus Mundus and MEDIA Mundus are likely to be integrated in existing units dealing with Erasmus and MEDIA.
H_3: The delegation of power to EACEA led to the DG EAC adapting its organisational chart by changing the names of units.	Failure to confirm	Not all delegations of power to EACEA lead to name changes in the organisational chart of the DG EAC. This is because some delegated powers are not connected to DG EAC and some of the delegated powers consists of parts of programmes already delegated to EACEA.

Table 8: Summary of tested hypotheses

The discussion section has confirmed H_2 and failed to confirm H_1 and H_3. This means that the establishment of EACEA and the further delegation of power do not lead to name changes in the organisational chart of the DG EAC. The changes in policies affecting EACEA do result in name changes in the organisational chart of the DG EAC.

7 Conclusion

Since the creation of the strategic goal to become the most competitive and dynamic knowledge-based economy in the world at the Lisbon European Council in 2000, education policy started to play a more central role in the EU. In 2005, the executive agency EACEA was established to manage programmes in the fields of education, audiovisual and culture more effectively. The DG EAC remained responsible for the programmes but because of this transfer of power, it could focus more on its core tasks. The transfer of power to EACEA might lead to name changes in the units of the organisational chart of the DG EAC. This could be because of the loss of power or shift in focus. The research question that was investigated in this thesis is: What is the relationship between the agencification of EACEA and name changes of units in the organisational chart of the DG EAC?

To answer this, existing literature on agencification and organisational change had to be reviewed as agencification is a form of policy change which can affect organisational change. With agencification, there is a transfer of tasks from a ministry or DG to an agency formally detached from government. In addition, the establishment of executive agencies, policy change and delegation of power are elements of agencification. Agencies are a form of alternative service deliverers for governments. The Commission creates executive agencies because they decrease the work-load of the Commission by managing programmes and doing this more effectively, provide expertise and increase the visibility of the EU in its member states. Policy consists of laws, policy proposals, expenditures and policy preferences. Policy change refers to a change in one of these policies. When executive agencies are created, policy programmes are delegated. Delegation refers to the transfer of authority from a principal to an agent. These elements might lead to name changes in the organisational chart of the DG EAC. When there is a change in the organisation, for example as a result of agencification, it is likely that the organisational chart is adapted. This organisational change might reflect a loss of power or shift in focus.

To test the influence of the establishment of EACEA, policy change affecting the programmes managed by EACEA and the delegation of power to EACEA on name changes in the organisational chart of the DG EAC, the following hypotheses were developed:

> H_1: The establishment of EACEA led to the DG EAC adapting its organisational chart by changing the names of units.
>
> H_2: Policy change affecting the programmes managed by EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

H_3: The delegation of power to EACEA led to the DG EAC adapting its organisational chart by changing the names of units.

To answer this, process tracing by using within-case analysis was used to provide an in-depth analysis of the relationship between the agencification of EACEA and change in the organisational chart of the DG EAC. Within-case analysis focuses not only on one main explanatory variable and one outcome variable, but also on other predictions. With process-tracing, there is a meticulous search for evidence to increase confidence in the relationship of variables. To perform this, historical documents were used as the method of data collection. These documents consisted of Commission Decisions, EU Regulations and organisational charts.

The first hypothesis about the establishment of EACEA leading to name changes in the organisational chart of the DG EAC cannot be confirmed. This is because there was no direct connection for three of the four studied Commission Decisions establishing, amending or re-establishing EACEA on name changes in the organisational chart of the DG EAC. Only the initial establishment of EACEA in 2005 led to noticeable change in the organisational chart of the DG EAC by the creation of the position of Principal Advisor as Director to EACEA.

The second hypothesis about policy change affecting the programmes managed by EACEA leading to name changes in the organisational chart of the DG EAC can be confirmed. There is a link between policy change and name changes in the organisational chart of the DG EAC. This is visible in the organisational chart around the time the programmes Youth in Action, Lifelong Learning, Culture, Erasmus+ and Creative Europe are created. MEDIA appears in the organisational chart when the DG EAC becomes responsible for it. The creation of the programmes Erasmus Mundus and MEDIA Mundus did not lead to name changes in the units of the organisational chart of the DG EAC. However, it is likely that those programmes are incorporated in existing units dealing with Erasmus and MEDIA.

The third hypotheses about the delegation of power to EACEA leading to name changes in the organisational chart of the DG EAC cannot be confirmed. This is because there is only a noticeable link for two of the 12 Commission Decisions delegating more power to EACEA and the name changes in the organisational chart of the DG EAC. Reasons for the delegation of power not leading to name changes in the organisational chart is that some programmes managed by EACEA do not fall under the responsibility of DG EAC and some of the delegations of power consist of parts of programmes already delegated to EACEA. The added power will be included in existing units without leading to name changes.

Of the three tested elements of agencification, only policy change in the programmes managed by EACEA proved to lead to name changes in the organisational chart of the DG EAC. The moment of creation of the programmes is around the same time as it appears in the organisational chart of the DG EAC. The policy programmes appearing in the organisational chart of the DG EAC suggest that the name changes are not the result of a loss of power as the policy would then not be present in the chart. It is more likely that there is a shift of focus in the DG EAC because it receives the responsibility of the policy programmes while EACEA manages it.

As EACEA is the manager of the created policy programmes, it is an important factor between the creation of the policy programmes and the name changes in the organisational chart of the DG EAC. It shows that the agencification of EACEA is a sufficient factor for the name changes in the units of the organisational chart of the DG EAC. This means that the agencification of EACEA is able to influence name changes of units in the organisational chart of the DG EAC by the creation of policies managed by EACEA. The answer to the research question, therefore, is that the agencification of EACEA can lead to name changes in the units of the organisational chart of the DG EAC.

A limitation to this research is that, while the initial establishment of EACEA seems to lead to name changes, the amendments to the establishment and the re-establishments do not lead to name changes in the organisational chart of the DG EAC. Furthermore, the delegation of power does not lead to name changes in the units as well. The establishment and delegation of power are essential factors in agencification, but do not affect the organisational chart of the DG EAC. Further research could test if this is also the case with other agencies and the bodies responsible for the programmes they manage.

Another limitation is that Commission Decision C(2005) 365/2 about the delegation of power to EACEA and the notes explaining organisational change from 2011 to 2017 could not be retrieved. However, the influence of this missing Commission Decision on the research results seems to be limited. This is because the hypothesis about the delegation of power to EACEA leading to name changes in the organisational chart of the DG EAC could not be confirmed. The influence of the notes on the research results might be larger, however, the notes that were retrieved and used were sometimes not able to explain change. This would likely also be the case for the notes from 2011 until 2017. In addition, the possibility of other missing documents cannot be fully ruled out. There could be a policy programme created for EACEA to manage that did not influence name changes in the organisational chart of the DG EAC in any way. This means that the reliability of this research is not perfect.

A more general limitation results from the use of one case in this research which limits the generalisability of the results. It affects the validity because the results of this thesis could be based on a coincidence. However, as no previous research was found on the relationship between agencification and organisational change, the results of this research can be a first step to test the relationship on a larger scale.

Future research could test if there is a relationship between the agencification of other executive agencies in the EU or nation states and name changes in the organisational chart of the responsible ministries or DGs. This could be performed by testing the influence of change in policy programmes managed by the executive agencies on the organisational charts of the responsible ministries or DGs. Additionally, such a relationship might also exist for other types of agencies, such as decentralised agencies. Their link to the government that created them and is responsible might be weaker as the decentralised agency has more regulatory power in comparison to executive agencies. On the other hand, it might be possible to identify a loss of power in the organisational charts of the governmental bodies that created the agencies when power is delegated to the agency.

The implication of this research is that it showed that the DG EAC is keeping a close eye on the work of EACEA as it is responsible for the programmes managed by EACEA. The results of this thesis show that many units in the organisational chart of the DG EAC focus on the programmes managed by EACEA. It seems that the DG EAC has a lot of control to check if EACEA performs as expected. This is confirmed by the cost-benefit analysis taking place every three years as well. The control that DG EAC has decreases the risks of EACEA taking advantage of its delegated powers.

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Annexes

Annex I – List of sources

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Annex II – Organisational chart of DG EAC

15 June 2000

Education et Culture

Rue de la Loi 200/Wetstraat 200
B-1049 Bruxelles/Brussel
Belgique/België
Tél. (32-2) 299 11 11 (central)
Tél. (32-2) 29 + extension
Télex 21877 COMEU B

Nikolaus VAN DER PAS
Directeur général
Tél. 68308/96670

Marc JORNA
Assistant du directeur général
Tél. 63380/66479

Domenico LENARDUZZI
Directeur général adjoint
plus particulièrement chargé des Directions A et B
Tél. 54185/54881

Directement rattachés au directeur général

1. Relations interinstitutionelles et internationales - Coordination - Planification - Evaluation

Giuseppe MASSANGIOLI
Chef d'unité
Tél. 50746/69007

2. Audit

Carlo PETTINELLI
Chef d'unité
Tél. 94037/58874

Direction A - Education

David COYNE
Directeur
Tél. 55741/93677

1. Développement des politiques éducatives

Anders HINGEL
Chef d'unité
Tél. 60555/57826

2. Enseignement supérieur : Socrates-Erasmus, Jean Monnet

Marianne HILDEBRAND
Chef d'unité
Tél. 55396/50658

3. Enseignement scolaire : Socrates-Comenius

Joao Gabriel de SANTANA
Chef d'unité f.f.
Tél. 61015/58075

4. Apprentissage tout au long de la vie: Socrates-Grundtvig

Angelique VERLI
Chef d'unité
Tél. 57136/90742

5. Programme Tempus - Accords USA/Canada

Martin WESTLAKE
Chef d'unité f.f.
Tél. 55903/60243

Direction B - Formation professionnelle

Otto DIBELIUS
Directeur
Tél. 54135/50714

1. Développement de la politique de la formation professionnelle

Gordon CLARK
Chef d'unité
Tél. 62929/53656

2. Mise en oeuvre du programme Leonardo da Vinci

Marta FERREIRA-LOURENCO
Chef d'unité
Tél. 62658/90315

3. Valorisation et diffusion de l'innovation

Alice COPETTE
Chef d'unité f.f.
Tél. 65697/95833

4. Politique des langues

Sylvia VLAEMINCK
Chef d'unité
Tél. 55385/54958

Direction C - Culture, Politique audiovisuelle et Sport

Jean-Michel BAER
Directeur
Tél. 69260/52866

1. Politique audiovisuelle

Jean-Eric de COCKBORNE
Chef d'unité
Tél. 68632/96098

2. Culture: Politiques et programme-cadre

Antonios KOSMOPOULOS
Chef d'unité
Tél. 99335/52704

3. Soutien au contenu audiovisuel (MEDIA)

Jacques DELMOLY
Chef d'unité
Tél. 58406/50314

4. Multi-média. Culture - Education - Formation

Maruja GUTIERREZ DIAZ
Chef d'unité
Tél. 56346/91147

5. Sport

Jaime ANDREU ROMEO
Chef d'unité
Tél. 99252/50356

Direction D - Citoyenneté et jeunesse

Joao VALE DE ALMEIDA
Directeur
Tél. 65664/60855

1. Dialogue avec le citoyen.

Ylva TIVEUS KRONLUND
Chef d'unité
Tél. 66673/99424

2. Centre pour le citoyen.

Harald HARTUNG
Chef d'unité.
Tél. 65450/51167

3. Centre documentaire

Ana MELICH JUSTE
Chef d'unité f.f.
Tél. 99172/52982

4. Information

Alain DUMORT
Chef d'unité
Tél.53849/56685

5. Jeunesse : Politique et Programme

Pierre MAIRESSE
Chef d'unité
Tél. 62009/59209

Direction E - Ressources

Gilbert GASCARD
Directeur
Tél. 50017/50048

1. Ressources humaines, Administration

Christine BOON-FALLEUR
Chef d'unité
Tél. 57596/56687

2. Programmation et Coordination budgétaire

Pascal LEJEUNE
Chef d'unité
Tél. 50883/51561

3. Exécution budgétaire et procédures

Franco BISCONTIN
Chef d'unité
Tél. 67122/91513

5. Informatique

Simon SMITH
Chef d'unité
Tél. 68274/.....

1 June 2001

Education and Culture

Rue de la Loi 200/Wetstraat 200
B-1049 Bruxelles/Brussel
Belgique/België
Tel. (32-2) 299 11 11 (operator)
Tel. (32-2) 29 + extension
Telex 21877 COMEU B

Nikolaus VAN DER PAS
Director-General
Tel. 68308/96670

Marc JORNA
Assistant to the Director-General
Tel. 63380/66479

Reporting directly to the Director-General

1. Interinstitutional and international relations: Coordination - Planning - Evaluation

Giuseppe MASSANGIOLI
Head of Unit
Tel. 50746/69007

2. Audit

Carlo PETTINELLI
Head of Unit
Tel. 94037/58874

Directorate A – Education

David COYNE
Director
Tel. 55741/93677

1. Development of education policies

Anders HINGEL
Head of Unit
Tel. 60555/57826

2. Higher education: Socrates-Erasmus, Jean Monnet

Marianne HILDEBRAND
Head of Unit
Tel. 55396/50658

3. School education: Socrates-Comenius

Bertrand DELPEUCH
Head of Unit
Tel. 68711/67487

4. Lifelong learning: Socrates-Grundtvig

Angelique VERLI
Head of Unit
Tel. 57136/90742

5. Tempus programme - Cooperation with the USA and Canada

Martin WESTLAKE
Head of Unit
Tel. 55903/60243

Directorate B – Vocational training

Otto DIBELIUS
Director
Tel. 54135/50714

1. Development of vocational training policy

Gordon CLARK
Head of Unit
Tel. 62929/53656

2. Implementation of the Leonardo da Vinci programme

Marta FERREIRA-LOURENCO
Head of Unit
Tel. 62658/90315

3. Application and dissemination of innovation

Alice COPETTE
Head of Unit
Tel. 65697/95833

4. Language policy

Sylvia VLAEMINCK
Head of Unit
Tel. 55385/54958

Directorate C – Culture, audiovisual policy and sport

Jean-Michel BAER
Director
Tel. 69260/52866

1. Audiovisual policy

Jean-Eric DE COCKBORNE
Head of Unit
Tel. 68632/96098

2. Culture: policy and framework programme

Antonios KOSMOPOULOS
Head of Unit
Tel. 99335/52704

3. Support for audiovisual content (MEDIA)

Jacques DELMOLY
Head of Unit
Tel. 58406/50314

4. Multimedia: culture – education – training

Maruja GUTIERREZ DIAZ
Head of Unit
Tel. 56346/91147

5. Sport

Jaime ANDREU ROMEO
Head of Unit
Tel. 99252/50356

Directorate D – Youth, Civil Society, Communication

Joao VALE DE ALMEIDA
Director
Tel. 65664/60855

1. Youth

Pierre MAIRESSE
Head of Unit
Tel. 62009/59209

2. Visits, traineeships, partnerships with civil society

Harald HARTUNG
Head of Unit
Tel. 65450/51933

3. Central library

Ana MELICH JUSTE
Head of Unit
Tel. 99172/52982

4. Communication

Alain DUMORT
Head of Unit
Tel: 53849/56685

Directorate E – Resources

Gilbert GASCARD
Director
Tel. 50017/50048

1. Human resources, administration

Christine BOON-FALLEUR
Head of Unit
Tel. 57596/56687

2. Budget programming and coordination

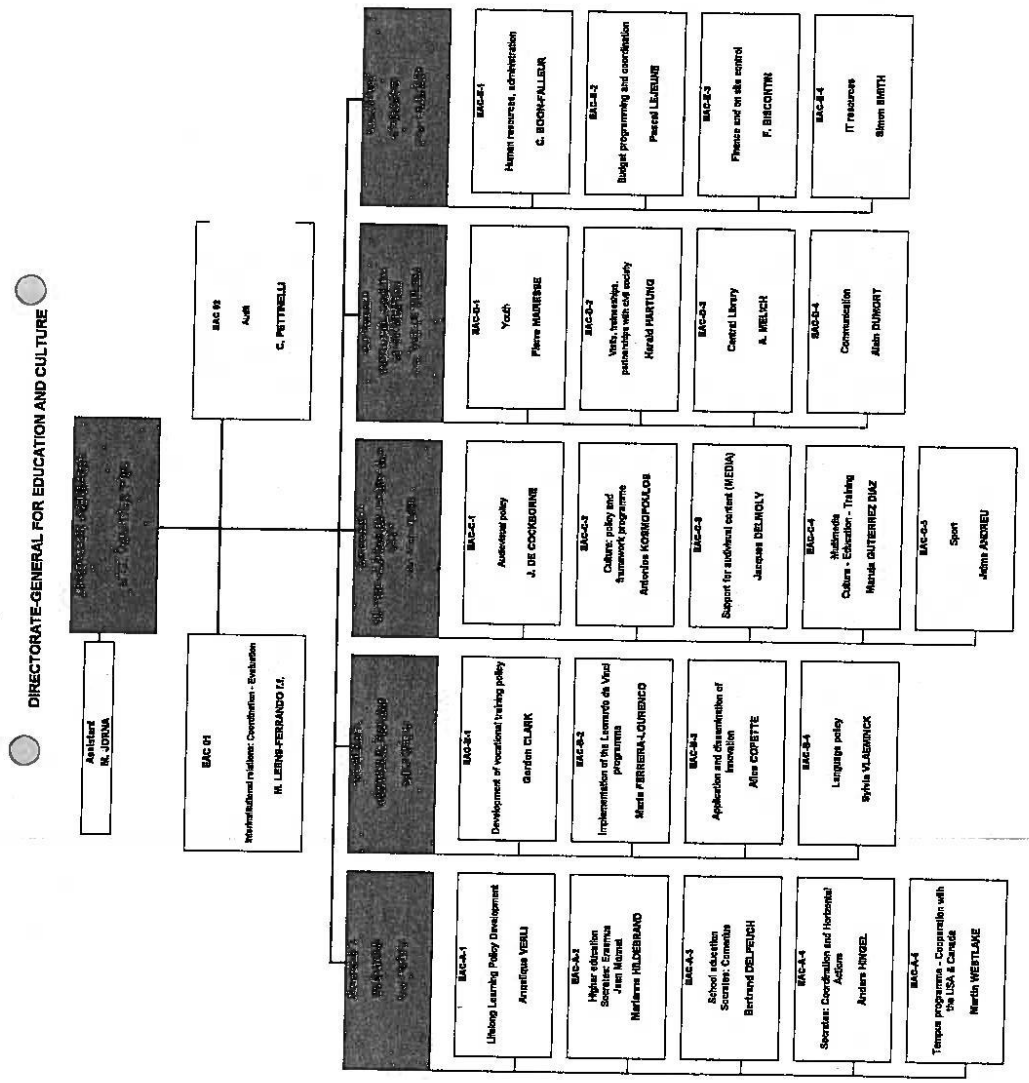
Pascal LEJEUNE
Head of Unit
Tel. 50883/51561

3. Budget implementation and procedures

Franco BISCONTIN
Head of Unit
Tel. 67122/91513

4. IT resources

Simon SMITH
Head of Unit
Tel. 68274/.....


DIRECTORATE-GENERAL FOR EDUCATION AND CULTURE
Assistant
M. JORNA
BAC 01
Interinstitutional relations: Coordination - Evaluation
H. LEENS-FERRANDO f.f.
BAC 02
Audit
C. PITTINELLI
BAC-A-1
Lifelong Learning Policy Development
Anneliese VERILI
BAC-A-2
Higher education
Socrates: Erasmus
Jean Monet
Marianne HILDEBRAND
BAC-A-3
School education
Socrates: Comenius
Bertrand DELFEUCH
BAC-A-4
Socrates: Coordination and Horizontal Actions
Anders HINGEL
BAC-A-5
Tempus programme - Cooperation with the USA & Canada
Martin WESTLAKE
BAC-B-1
Development of vocational training policy
Gordon CLARK
BAC-B-2
Implementation of the Leonardo da Vinci programme
Maria FERREIRA-LOURENCO
BAC-B-3
Application and dissemination of innovation
Aline COPETTE
BAC-B-4
Language policy
Sylvia VLAEMINCK
BAC-C-1
Audiovisual policy
J. DE COCKBORNE
BAC-C-2
Culture: policy and framework programme
Antonios KOSMOPOULOS
BAC-C-3
Support for audiovisual content (MEDIA)
Jacques DELHOLY
BAC-C-4
Multimedia
Culture - Education - Training
Manda GUTIERREZ DIAZ
BAC-C-5
Sport
Jens ANDREU
BAC-D-1
Youth
Pierre MARIESSE
BAC-D-2
Vets, Intercultural, partnerships with civil society
Harald HARTUNG
BAC-D-3
Central Library
A. MELICH
BAC-D-4
Communication
Alain DUMORT
BAC-E-1
Human resources, administration
C. BOOM-FALLEUR
BAC-E-2
Budget programming and coordination
Pascal LEJEUNE
BAC-E-3
Finance and ex ante control
F. BISCONTIN
BAC-E-4
IT resources
Simon SMITH

Education and Culture

Rue de la Loi 200/Wetstraat 200
B-1049 Bruxelles/Brussel
Belgique/België
Tel. (32-2) 299 11 11 (operator)
Tel. (32-2) 29 + extension
Telex 21877 COMEU B

Nikolaus VAN DER PAS
Director-General
Tel. 68308/96670

Nicolas GIBERT-MORIN
Assistant to the Director-General
Tel. 91120

Reporting directly to the Director-General

1. Interinstitutional relations: Coordination - Evaluation

Sylvia VLAEMINCK
Head of Unit
Tel. 55385/67204

2. Audit

Carlo PETTINELLI
Head of Unit
Tel. 94037/58874

Directorate A – Education

David COYNE
Director
Tel. 55741/93677

1. Lifelong Learning Policy Development

Angélique VERLI
Head of Unit
Tel. 57136/56435

2. Higher education: Socrates-Erasmus, Jean Monnet

Marta Maria FERREIRA LOURENCO
Head of Unit
Tel. 62658/94344

3. School education: Socrates-Comenius

Bertrand DELPEUCH
Head of Unit
Tel. 68711/67487

4. Socrates: Coordination and Horizontal Actions

Anders HINGEL
Head of Unit
Tel. 60555/56970

5. Tempus programme - Cooperation with the USA and Canada

Augusto GONZALEZ-HERNANDEZ
Head of Unit
Tel. 66319

Directorate B – Vocational training

Michel RICHONNIER
Director
Tél. 50973/69545

1. Development of vocational training policy

Gordon CLARK
Head of Unit
Tel. 62929/53656

2. Implementation of the Leonardo da Vinci programme

Maria Margarida GAMEIRO
Head of Unit
Tel. 65862/65406

3. Application and dissemination of innovation

Alice COPETTE
Head of Unit
Tel. 65697/95833

4. Multimedia: culture – education – training

Maruja GUTIERREZ DIAZ
Head of Unit
Tel. 56346/91147

Directorate C – Culture, audiovisual policy and sport

Gregory PAULGER
Director
Tel. 99434/96098

1. Audiovisual policy

Jean-Eric DE COCKBORNE
Head of Unit
Tel. 68632/96098

2. Culture: policy and framework programme

Harald HARTUNG
Head of Unit
Tel. 65450

3. Support for audiovisual content (MEDIA)

Constantin DASKALAKIS
Head of Unit AD INTERIM
Tel. 63596

4. Language policy

Jacques DELMOLY
Head of Unit
Tel. 58406

5. Sport

Jaime ANDREU ROMEO
Head of Unit
Tel. 99252/50356

Directorate D – Youth, Civil Society, Communication

Joao VALE DE ALMEIDA
Director
Tel. 65664/60855

1. Youth

Pierre MAIRESSE
Head of Unit
Tel. 62009/59209

2. Visits, traineeships, partnerships with civil society

Antonios KOSMOPOULOS
Head of Unit
Tel. 99335

3. Central library

Ana MELICH JUSTE
Head of Unit
Tel. 99172/52982

4. Communication

Francis GUTMANN
Head of Unit AD INTERIM
Tel: 59650

Directorate E – Resources

Gilbert GASCARD
Director
Tel. 50017/50048

1. Human resources, administration

Christine BOON-FALLEUR
Head of Unit
Tel. 57596/56687

2. Budget programming and coordination

Pascal LEJEUNE
Head of Unit
Tel. 50883/51561

3. Finance and on site control

Armin BOSCH
Head of Unit AD INTERIM
Tel. 91295

4. IT resources

Simon SMITH
Head of Unit
Tel. 68274/.....

Education and Culture

Rue de la Loi 200/Wetstraat 200
B-1049 Bruxelles/Brussel
Belgique/België
Tel. (32-2) 299 11 11 (operator)
Tel. (32-2) 29 + extension
Telex 21877 COMEU B

Nikolaus VAN DER PAS
Director-General
Tel. 68308/96670

Nicolas GIBERT-MORIN
Assistant to the Director-General
Tel. 91120

Reporting directly to the Director-General

1. Interinstitutional relations: Coordination - Evaluation

Sylvia VLAEMINCK
Head of Unit
Tel. 55385/67204

2. Audit

Carlo PETTINELLI
Head of Unit
Tel. 94037/58874

Directorate A – Education

David COYNE
Director
Tel. 55741/93677

1. Lifelong Learning Policy Development

Angélique VERLI
Head of Unit
Tel. 57136/56435

2. Higher education: Socrates-Erasmus, Jean Monnet

Marta Maria FERREIRA LOURENCO
Head of Unit
Tel. 62658/94344

3. School education: Socrates-Comenius

Bertrand DELPEUCH
Head of Unit
Tel. 68711/67487

4. Socrates: Coordination and Horizontal Actions

Anders HINGEL
Head of Unit
Tel. 60555/56970

5. **Education cooperation with non-EU countries**

Augusto GONZALEZ-HERNANDEZ
Head of Unit
Tel. 66319

Directorate B – Vocational training

Michel RICHONNIER
Director
Tél. 50973/69545

1. Development of vocational training policy

Gordon CLARK
Head of Unit
Tel. 62929/53656

2. Implementation of the Leonardo da Vinci programme

João DELGADO
Head of Unit AD Interim
Tel. 53781

3. Application and dissemination of innovation

Alice COPETTE
Head of Unit
Tel. 65697/95833

4. Multimedia: culture – education – training

Maruja GUTIERREZ DIAZ
Head of Unit
Tel. 56346/91147

Directorate C – Culture, audiovisual policy and sport

Gregory PAULGER
Director
Tel. 99434/96098

1. Audiovisual policy

Jean-Eric DE COCKBORNE
Head of Unit
Tel. 68632/96098

2. Culture: policy and framework programme

Harald HARTUNG
Head of Unit
Tel. 65450

3. Support for audiovisual content (MEDIA)

Constantin DASKALAKIS
Head of Unit AD INTERIM
Tel. 63596

4. Language policy

Jacques DELMOLY
Head of Unit
Tel. 58406

5. Sport

Marianne HILDEBRAND
Head of Unit
Tel. 55396

Directorate D – Youth, Civil Society, Communication

Pierre MAIRESSE
Director ad interim
Tel. 62009/60872

1. Youth

Philippe COVA
Head of Unit ad interim
Tel. 9913059209

2. Visits, traineeships, partnerships with civil society

Antonios KOSMOPOULOS
Head of Unit
Tel. 99335

3. Central library

Ana MELICH JUSTE
Head of Unit
Tel. 99172/52982

4. Communication

Jaime ANDREU ROMEO
Head of Unit
Tel. 99252/50356

Directorate E – Resources

Gilbert GASCARD
Director
Tel. 50017/50048

1. Human resources, administration

Christine BOON-FALLEUR
Head of Unit
Tel. 57596/56687

2. Budget programming and coordination

Pascal LEJEUNE
Head of Unit
Tel. 50883/51561

3. Finance and on site control

Bruno KROELLER
Head of Unit
Tel. 59632/60229

4. IT resources

Simon SMITH
Head of Unit
Tel. 68274/.....

1 February 2005

Education and Culture

Rue de la Loi 200/Wetstraat 200
B-1049 Bruxelles/Brussel
Belgique/België
Tel. (32-2) 299 11 11 (operator)
Tel. (32-2) 29 + extension
Telex 21877 COMEU B

Nikolaus VAN DER PAS
Director-General
Tel. 68308/96670

Nicolas GIBERT-MORIN
Assistant to the Director-General
Tel. 91120

Reporting directly to the Director-General

1. Coordination – Evaluation and Interinstitutional relations

Sylvia VLAEMINCK
Head of Unit
Tel. 55385/67204

2. Internal Audit (IAC)

Carlo PETTINELLI
Head of Unit
Tel. 94037/58874

Directorate A – Lifelong Learning: Education and Training policies

David COYNE
Director
Tel. 55741/93677

1. Coordination of Lifelong Learning Policies

Gordon CLARK
Head of Unit
Tel. 62929/87794

2. School education and higher education

Angélique VERLI
Head of Unit
Tel. 57136/56435

3. Vocational training and adult education

Marta FERREIRA LOURENCO
Head of Unit
Tel. 62658/94344

4. Innovation and transversal policies

Maruja GUTIÉRREZ DÍAZ
Head of Unit
Tel. 56346/91147

5. Multilingualism policy

Jacques DELMOLY
Head of Unit
Tel. 58406/65760

6. Analyses, statistics and indicators

Anders HINGEL
Head of Unit
Tel. 60555/56970

Directorate B – Lifelong Learning: Education and Training, Programmes and Actions

Michel RICHONNIER
Director
Tél. 50973/69545

1. Coordination of Lifelong Learning programmes

Sergio CORTI
Acting Head of Unit
Tel. 93926/56392

2. Financial verification

Johan SIJBENGA
Acting Head of Unit
Tel. 59106/85726

3. Comenius - Grundtvig

Alan SMITH
Acting Head of Unit
Tel. 58382/53303

4. Erasmus – Jean Monnet

Belén BERNALDO DE QUIROS
Acting Head of Unit
Tel. 60312/57425

5. Leonardo da Vinci

João DELGADO
Acting Head of Unit
Tel. 53781/61123

6. Tempus – Erasmus Mundus

Augusto GONZALEZ HERNANDEZ
Head of Unit
Tel. 66319/62478

Directorate C – Culture and Communication

Christine BOON-FALLEUR
Acting Director
Tel. 57596/96098

Culture: International and transversal aspects

Advisor

1. Culture

Harald HARTUNG
Head of Unit
Tel. 65450/84302

2. Communication and information

Jaime ANDREU ROMEO
Head of Unit
Tel. 99252/92878

3. Dissemination and exploitation of results

Alice COPETTE
Head of Unit
Tel. 65697/62742

4. Central Library

Roberta PERSICHELLI SCOLA
Acting Head of Unit
Tel. 50428/52982

Directorate D – Youth, Sport and Relations with the Citizen

Pierre MAIRESSE
Director a.i.
Tel. 62009/64874

1. Youth: Policies

Christine BOON-FALLEUR
Head of Unit
Tel. 57596

2. Youth: Programmes

Pierre MAIRESSE
Head of Unit
Tel. 62009

3. Sport

Marianne HILDEBRAND
Head of Unit
Tel. 55396/86309

4. Civil society: Partnerships and visits

Antonios KOSMOPOULOS
Head of Unit
Tel. 99335/87499

Directorate E – Resources

Gilbert GASCARD
Director
Tel. 50017/50048

1. Human resources

Bertrand DELPEUCH
Head of Unit
Tel. 68711/60838

2. Budget programming and coordination, Reporting

Pascal LEJEUNE
Head of Unit
Tel. 50883/51561

3. Finance and control

Bruno KROELLER
Head of Unit
Tel. 59632/60229

4. IT resources

Simon SMITH
Head of Unit
Tel. 68274/90527

5. Administration of documents and logistic support – Traineeships

Jean HERDIES
Acting Head of Unit
Tél. 61529/90283

1 October 2005

Education and Culture

Rue de la Loi 200/Wetstraat 200
B-1049 Bruxelles/Brussel
Belgique/België
Tel. (32-2) 299 11 11 (operator)
Tel. (32-2) 29 + extension
Telex 21877 COMEU B

Nikolaus VAN DER PAS
Director-General
Tel. 68308/96670

João VALE DE ALMEIDA
Principal Advisor[1]
Tel. 65664

Gilbert GASCARD
Principal Advisor[2]
Tel. 50017

Nicolas GIBERT-MORIN
Assistant to the Director-General
Tel. 91120/90482

Reporting directly to the Director-General

1. Coordination – Evaluation and Interinstitutional relations

Sylvia VLAEMINCK
Head of Unit
Tel. 55385/67204

2. Internal Audit (IAC)

Carlo PETTINELLI
Head of Unit
Tel. 94037/58874

Directorate A – Lifelong Learning: Education and Training policies

David COYNE
Director
Tel. 55741/93677

1. Coordination of Lifelong Learning Policies

Gordon CLARK
Head of Unit
Tel. 62929/51843

2. School education and higher education

Angélique VERLI
Head of Unit
Tel. 57136/56435

3. Vocational training and adult education

Marta FERREIRA LOURENCO
Head of Unit
Tel. 62658/94344

4. Innovation and transversal policies

Maruja GUTIÉRREZ DÍAZ
Head of Unit
Tel. 56346/91147

5. Multilingualism policy

Jacques DELMOLY
Head of Unit
Tel. 58406/65760

6. Analyses, statistics and indicators

Anders HINGEL
Head of Unit
Tel. 60555/56970

Directorate B – Lifelong Learning: Education and Training, Programmes and Actions

Michel RICHONNIER
Director
Tél. 50973/69545

1. Coordination of Lifelong Learning programmes

Sergio CORTI
Head of Unit
Tel. 93926/56392

2. Financial verification

Johan SIJBENGA
Head of Unit
Tel. 59106/93718

3. Comenius - Grundtvig

Armin BOSCH
Head of Unit
Tel. 91295/86789

4. Erasmus – Jean Monnet

Belén BERNALDO DE QUIROS
Head of Unit
Tel. 60312/57425

5. Leonardo da Vinci

João DELGADO
Head of Unit
Tel. 53781/61123

6. Tempus – Erasmus Mundus

Augusto GONZALEZ HERNANDEZ
Head of Unit
Tel. 66319/62478

Directorate C – Culture and Communication

Christine BOON-FALLEUR
Acting Director
Tel. 57596/96098

Culture: International and transversal aspects

Xavier TROUSSARD
Advisor
Tel. 99126

1. Culture

Harald HARTUNG
Head of Unit
Tel. 65450/84302

2. Communication and information

Jaime ANDREU ROMEO
Head of Unit
Tel. 99252/92878

3. Dissemination and exploitation of results

Alice COPETTE
Head of Unit
Tel. 65697/62742

4. Central Library

Roberta PERSICHELLI SCOLA
Acting Head of Unit
Tel. 50428/52982

[1] Detached in the service interest ; Head of Cabinet of the Commission's President
[2] Detached in the service interest ; Director of the Education, Audiovisual and Culture Executive Agency

Directorate D – Youth, Sport and Relations with the Citizen

Pierre MAIRESSE
Acting Director
Tel. 62009/64874

1. Youth: Policies

Christine BOON-FALLEUR
Head of Unit
Tel. 57596

2. Youth: Programmes

Pierre MAIRESSE
Head of Unit
Tel. 62009/64874

3. Sport

Marianne HILDEBRAND
Head of Unit
Tel. 55396/86309

4. Civil society: Partnerships and visits

Antonios KOSMOPOULOS
Head of Unit
Tel. 99335/63150

Directorate E – Resources

Pascal LEJEUNE
Acting Director
Tel. 50883/50048

1. Human resources

Bertrand DELPEUCH
Head of Unit
Tel. 68711/67487

2. Budget programming and coordination, Reporting

Pascal LEJEUNE
Head of Unit
Tel. 50883/51561

3. Finance and control

Bruno KROELLER
Head of Unit
Tel. 59632/60229

4. IT resources

Simon SMITH
Head of Unit
Tel. 68274/90527

5. Administration of documents and logistic support – Traineeships

Jean HERDIES
Head of Unit
Tél. 61529/90283

3 January 2006

Education and Culture

Rue de la Loi 200/Wetstraat 200
B-1049 Bruxelles/Brussel
Belgique/België
Tel. (32-2) 299 11 11 (operator)
Tel. (32-2) 29 + extension
Telex 21877 COMEU B

Odile QUINTIN
Director-General
Tel. 92277/91960

João VALE DE ALMEIDA
Principal Advisor[1]
Tel. 65664

Gilbert GASCARD
Principal Advisor[2]
Tel. 50017

Denis CROWLEY
Assistant to the Director-General
Tel. 95943/91960

Ann BRANCH
Assistant to the Director-General
Tel. 85340/91960

Reporting directly to the Director-General

1. Coordination – Evaluation and Interinstitutional relations

Sylvia VLAEMINCK
Head of Unit
Tel. 55385/67204

2. Internal Audit (IAC)

Carlo PETTINELLI
Head of Unit
Tel. 94037/58874

Directorate A – Lifelong Learning: Education and Training policies

David COYNE
Director
Tel. 55741/52874

1. Coordination of Lifelong Learning Policies

Gordon CLARK
Head of Unit
Tel. 62929/51843

2. School education and higher education

Angélique VERLI
Head of Unit
Tel. 57136/56435

3. Vocational training and adult education

Marta FERREIRA LOURENCO
Head of Unit
Tel. 62658/94344

4. Innovation and transversal policies

Maruja GUTIÉRREZ DÍAZ
Head of Unit
Tel. 56346/91147

5. Multilingualism policy

Jacques DELMOLY
Head of Unit
Tel. 58406/65760

6. Analyses, statistics and indicators

Anders HINGEL
Head of Unit
Tel. 60555/56970

Directorate B – Lifelong Learning: Education and Training, Programmes and Actions

Michel RICHONNIER
Director
Tel. 50973/69268

1. Coordination of Lifelong Learning programmes

Sergio CORTI
Head of Unit
Tel. 93926/56392

2. Financial verification

Johan SIJBENGA
Head of Unit
Tel. 59106/93718

3. Comenius - Grundtvig

Armin BOSCH
Head of Unit
Tel. 91295/86789

4. Erasmus – Jean Monnet

Belén BERNALDO DE QUIROS
Head of Unit
Tel. 60312/57425

5. Leonardo da Vinci

João DELGADO
Head of Unit
Tel. 53781/61123

6. Tempus – Erasmus Mundus

Augusto GONZALEZ HERNANDEZ
Head of Unit
Tel. 66319/62478

Directorate C – Culture and Communication

Christine BOON-FALLEUR
Acting Director
Tel. 57596/96098

Culture: International and transversal aspects

Xavier TROUSSARD
Advisor
Tel. 99126/67342

1. Culture

Harald HARTUNG
Head of Unit
Tel. 65450/90865

2. Communication and information

Jaime ANDREU ROMEO
Head of Unit
Tel. 99252/92878

3. Dissemination and exploitation of results

Alice COPETTE
Head of Unit
Tel. 65697/62742

4. Central Library

Roberta PERSICHELLI SCOLA
Acting Head of Unit
Tel. 50428/52982

Directorate D – Youth, Sport and Relations with the Citizen

Pierre MAIRESSE
Director
Tel. 62009/64874

[1] Detached in the service interest ; Head of Cabinet of the Commission's President
[2] Detached in the service interest ; Director of the Education, Audiovisual and Culture Executive Agency

1. Youth: Policies

Jordi CURELL GOTOR
Head of Unit
Tel. 90478/61474

2. Youth: Programmes

Jutta KOENIG-GEORGIADES
Acting Head of Unit
Tel. 99042/21423

3. Sport

Marianne HILDEBRAND
Head of Unit
Tel. 55396/86309

4. Civil society: Partnerships and visits

Christine BOON-FALLEUR
Head of Unit
Tel. 57596/96098

Directorate E – Resources

Pascal LEJEUNE
Acting Director
Tel. 50883/50048

1. Human resources

Bertrand DELPEUCH
Head of Unit
Tel. 68711/67487

2. Budget programming and coordination, Reporting

Pascal LEJEUNE
Head of Unit
Tel. 50883/51561

3. Finance and control

Bruno KROELLER
Head of Unit
Tel. 59632/60229

4. IT resources

Simon SMITH
Head of Unit
Tel. 68274/90527

5. Administration of documents and logistic support – Traineeships

Jean HERDIES
Head of Unit
Tel. 61529/90283

Education and Culture

Rue de la Loi 200/Wetstraat 200
B-1049 Bruxelles/Brussel
Belgique/België
Tel. (32-2) 299 11 11 (operator)
Tel. (32-2) 29 + extension
Telex 21877 COMEU B

Odile QUINTIN
Director-General
Tel. 92277/91960

João VALE DE ALMEIDA
Principal Advisor[1]
Tel. 65664

Gilbert GASCARD
Principal Advisor[2]
Tel. 50017

Denis CROWLEY
Assistant to the Director-General
Tel. 95943/58513

Ann BRANCH
Assistant to the Director-General
Tel. 85340/58513

Reporting directly to the Director-General

1. Coordination – Evaluation and Interinstitutional relations

Sylvia VLAEMINCK
Head of Unit
Tel. 55385/67204

2. Internal Audit (IAC)

Carlo PETTINELLI
Head of Unit
Tel. 94037/58874

Directorate A – Lifelong Learning: Education and Training policies

David COYNE
Director
Tel. 55741/52874

1. Coordination of Lifelong Learning Policies

Gordon CLARK
Head of Unit
Tel. 62929/51843

2. School education and higher education

Angélique VERLI
Head of Unit
Tel. 57136/56435

3. Vocational training and adult education

Marta FERREIRA LOURENCO
Head of Unit
Tel. 62658/68789

4. Innovation and transversal policies

Maruja GUTIÉRREZ DÍAZ
Head of Unit
Tel. 56346/91147

5. Multilingualism policy

Jacques DELMOLY
Head of Unit
Tel. 58406/63709

6. Analyses, statistics and indicators

Anders HINGEL
Head of Unit
Tel. 60555/56970

Directorate B – Lifelong Learning: Education and Training, Programmes and Actions

Michel RICHONNIER
Director
Tel. 50973/69268

1. Coordination of Lifelong Learning programmes

Sergio CORTI
Head of Unit
Tel. 93926/56392

2. Financial verification

Johan SIJBENGA
Head of Unit
Tel. 59106/80527

3. Comenius - Grundtvig

Armin BOSCH
Head of Unit
Tel. 91295/86789

4. Erasmus – Jean Monnet

Belén BERNALDO DE QUIROS
Head of Unit
Tel. 60312/50658

5. Leonardo da Vinci

João DELGADO
Head of Unit
Tel. 53781/61123

6. Tempus – Erasmus Mundus

Augusto GONZALEZ HERNANDEZ
Head of Unit
Tel. 66319/62478

Directorate C – Culture and Communication

Christine BOON-FALLEUR
Acting Director
Tel. 57596/96098

Culture: International and transversal aspects

Xavier TROUSSARD
Advisor
Tel. 99126/67342

1. Culture

Harald HARTUNG
Head of Unit
Tel. 65450/90865

2. Communication and information

Jaime ANDREU ROMEO
Head of Unit
Tel. 99252/92878

3. Dissemination and exploitation of results

Alice COPETTE
Head of Unit
Tel. 65697/62742

4. Central Library

Roberta PERSICHELLI SCOLA
Head of Unit
Tel. 50428/52982

Directorate D – Youth, Sport and Relations with the Citizen

Pierre MAIRESSE
Director
Tel. 62009/64874

[1] Detached in the service interest ; Head of Cabinet of the Commission's President
[2] Detached in the service interest ; Director of the Education, Audiovisual and Culture Executive Agency

1. Youth: Policies

Jordi CURELL GOTOR
Head of Unit
Tel. 90478/61474

2. Youth: Programmes

Jutta KOENIG-GEORGIADES
Acting Head of Unit
Tel. 99042/21423

3. Sport

Pedro VELAZQUEZ HERNANDEZ
Acting Head of Unit
Tel. 55396/51135

4. Civil society: Partnerships and visits

Christine BOON-FALLEUR
Head of Unit
Tel. 57596/96098

Directorate E – Resources

Antonio SILVA MENDES
Director
Tel. 65094/51561

1. Human resources

Bertrand DELPEUCH
Head of Unit
Tel. 68711/67487

2. Budget programming and coordination, Reporting

Pascal LEJEUNE
Head of Unit
Tel. 50883/51561

3. Finance and control

Bruno KROELLER
Head of Unit
Tel. 59632/60229

4. IT resources

Simon SMITH
Head of Unit
Tel. 68274/90527

5. Administration of documents and logistic support – Traineeships

Jean HERDIES
Head of Unit
Tel. 61529/90283

1 June 2006

Education and Culture

Rue de la Loi 200/Wetstraat 200
B-1049 Bruxelles/Brussel
Belgique/België
Tel. (32-2) 299 11 11 (operator)
Tel. (32-2) 29 + extension
Telex 21877 COMEU B

Odile QUINTIN
Director-General
Tel. 92277/91960

João VALE DE ALMEIDA
Principal Advisor[1]
Tel. 65664

Gilbert GASCARD
Principal Advisor[2]
Tel. 50017

Denis CROWLEY
Assistant to the Director-General
Tel. 95943/58513

Ann BRANCH
Assistant to the Director-General
Tel. 85340/58513

Reporting directly to the Director-General

1. Coordination – Evaluation and Interinstitutional relations

Sylvia VLAEMINCK
Head of Unit
Tel. 55385/67204

2. Internal Audit (IAC)

Carlo PETTINELLI
Head of Unit
Tel. 94037/58874

Directorate A – Lifelong Learning: Education and Training policies

David COYNE
Director
Tel. 55741/65760

1. Coordination of Lifelong Learning Policies

Gordon CLARK
Head of Unit
Tel. 62929/51843

2. School education and higher education

Angélique VERLI
Head of Unit
Tel. 57136/56435

3. Vocational training and adult education

Marta FERREIRA LOURENCO
Head of Unit
Tel. 62658/68789

4. Innovation and transversal policies

Maruja GUTIÉRREZ DÍAZ
Head of Unit
Tel. 56346/99810

5. Multilingualism policy

Jacques DELMOLY
Head of Unit
Tel. 58406/63709

6. Analyses, statistics and indicators

Anders HINGEL
Head of Unit
Tel. 60555/56970

Directorate B – Lifelong Learning: Education and Training, Programmes and Actions

Michel RICHONNIER
Director
Tel. 50973/69268

1. Coordination of Lifelong Learning programmes

Sergio CORTI
Head of Unit
Tel. 93926/56392

2. Financial verification

Johan SIJBENGA
Head of Unit
Tel. 59106/80527

3. Comenius - Grundtvig

Armin BOSCH
Head of Unit
Tel. 91295/86789

4. Erasmus – Jean Monnet

Belén BERNALDO DE QUIROS
Head of Unit
Tel. 60312/50658

5. Leonardo da Vinci

João DELGADO
Head of Unit
Tel. 53781/61123

6. Tempus – Erasmus Mundus

Klaus HAUPT
Acting Head of Unit
Tel. 69923/67572

Directorate C – Culture and Communication

Christine BOON-FALLEUR
Acting Director
Tel. 57596/96098

Culture: International and transversal aspects

Xavier TROUSSARD
Advisor
Tel. 99126/67342

1. Culture

Harald HARTUNG
Head of Unit
Tel. 65450/90865

2. Communication and information

Jaime ANDREU ROMEO
Head of Unit
Tel. 99252/92878

3. Dissemination and exploitation of results

Alice COPETTE
Head of Unit
Tel. 65697/50362

4. Central Library

Roberta PERSICHELLI SCOLA
Head of Unit
Tel. 50428/52982

Directorate D – Youth, Sport and Relations with the Citizen

Pierre MAIRESSE
Director
Tel. 62009/64874

[1] Detached in the service interest ; Head of Cabinet of the Commission's President
[2] Detached in the service interest ; Director of the Education, Audiovisual and Culture Executive Agency

1. Youth: Policies

Pascal LEJEUNE
Acting Head of Unit
Tel. 50883/51561

2. Youth: Programmes

Pascal LEJEUNE
Head of Unit
Tel. 50883/51561

3. Sport

Pedro VELAZQUEZ HERNANDEZ
Acting Head of Unit
Tel. 55396/51135

4. Civil society: Partnerships and visits

Christine BOON-FALLEUR
Head of Unit
Tel. 57596/96098

Directorate E – Resources

Antonio SILVA MENDES
Director
Tel. 65094/56687

1. Human resources

Bertrand DELPEUCH
Head of Unit
Tel. 68711/67487

2. Budget programming and coordination, Reporting

Jordi CURELL GOTOR
Head of Unit
Tel. 90478/61474

3. Finance and control

Bruno KROELLER
Head of Unit
Tel. 59632/60229

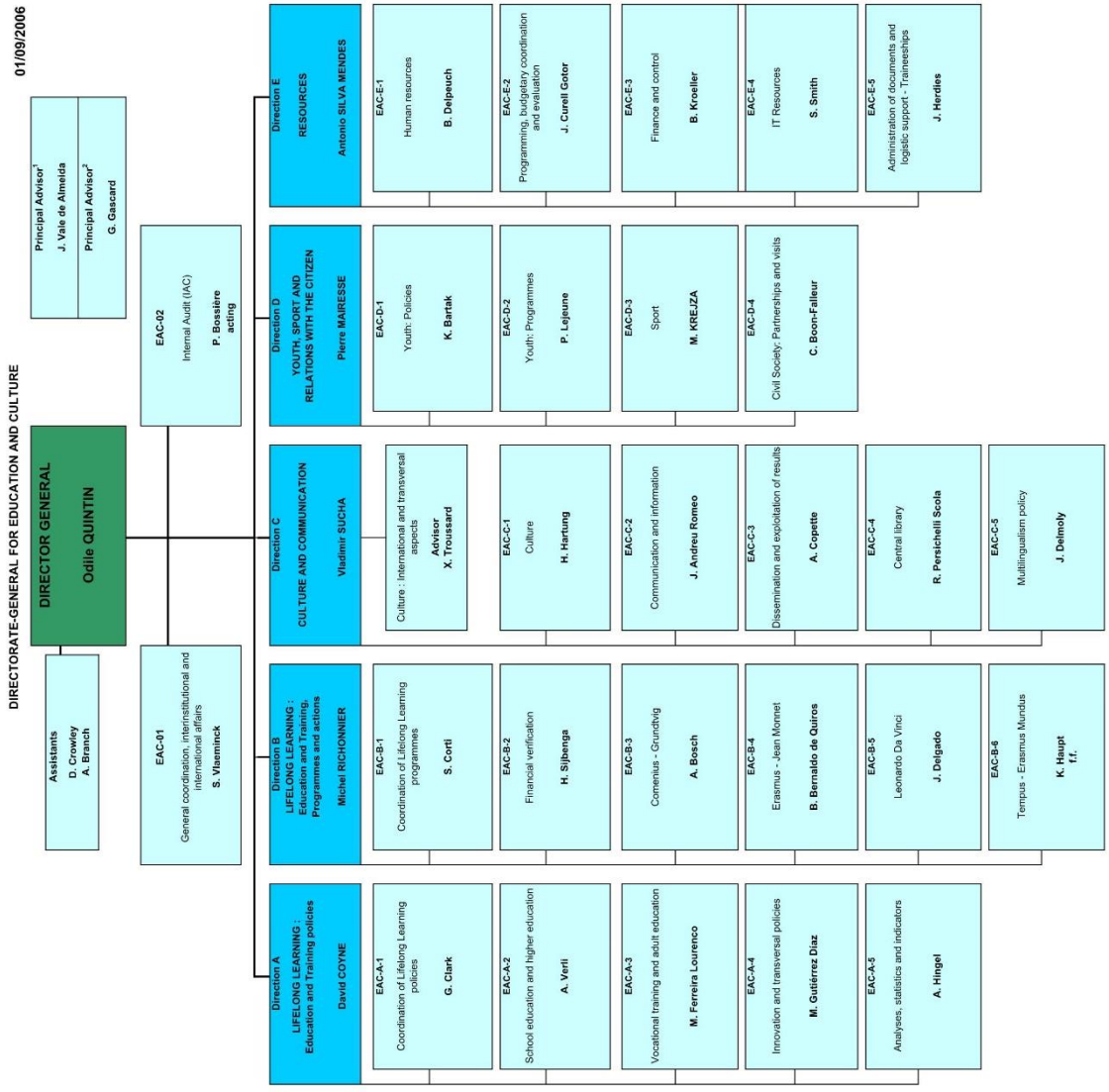
4. IT resources

Simon SMITH
Head of Unit
Tel. 68274/90527

5. Administration of documents and logistic support – Traineeships

Jean HERDIES
Head of Unit
Tel. 61529/90283

1 September 2006



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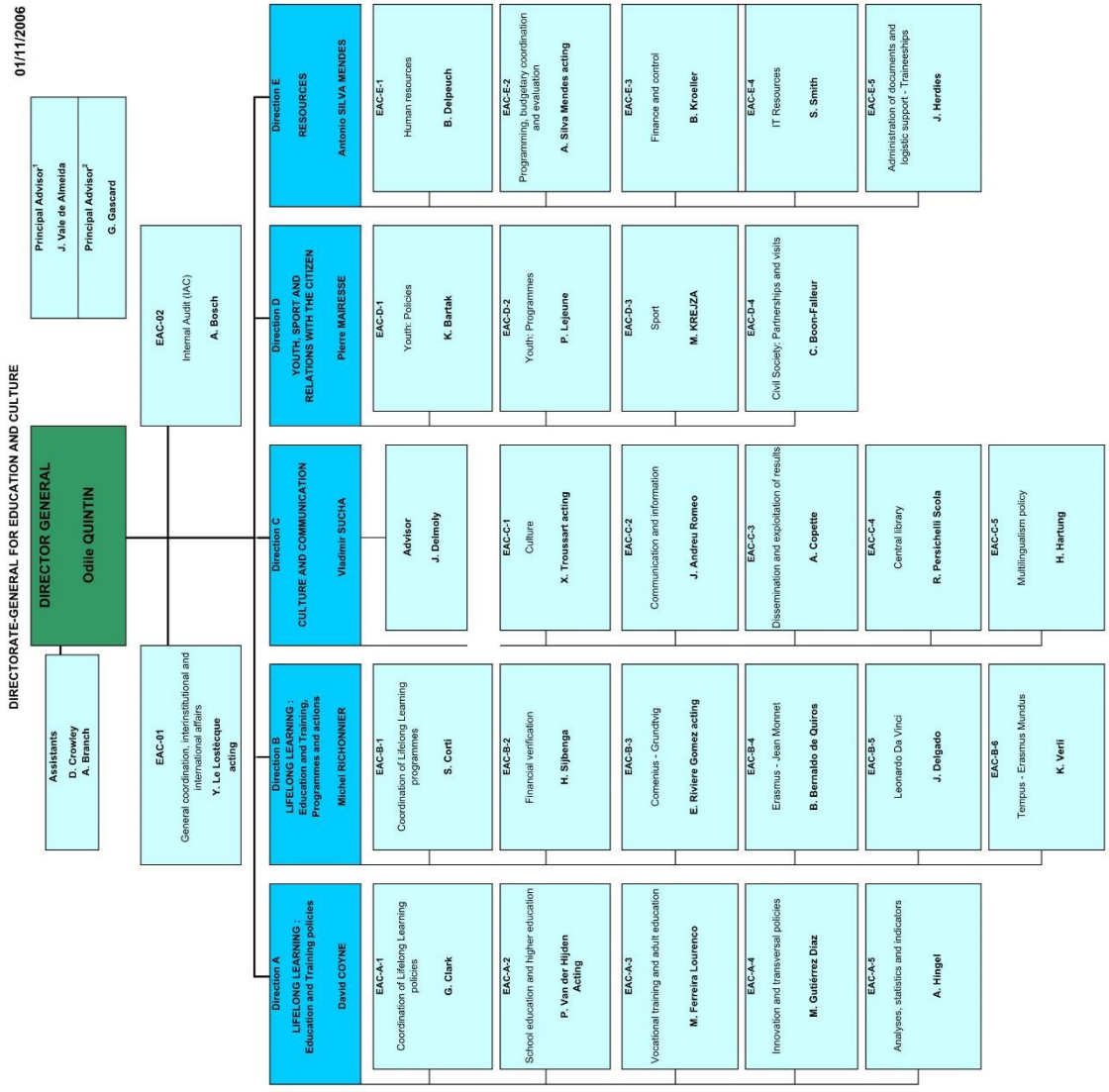

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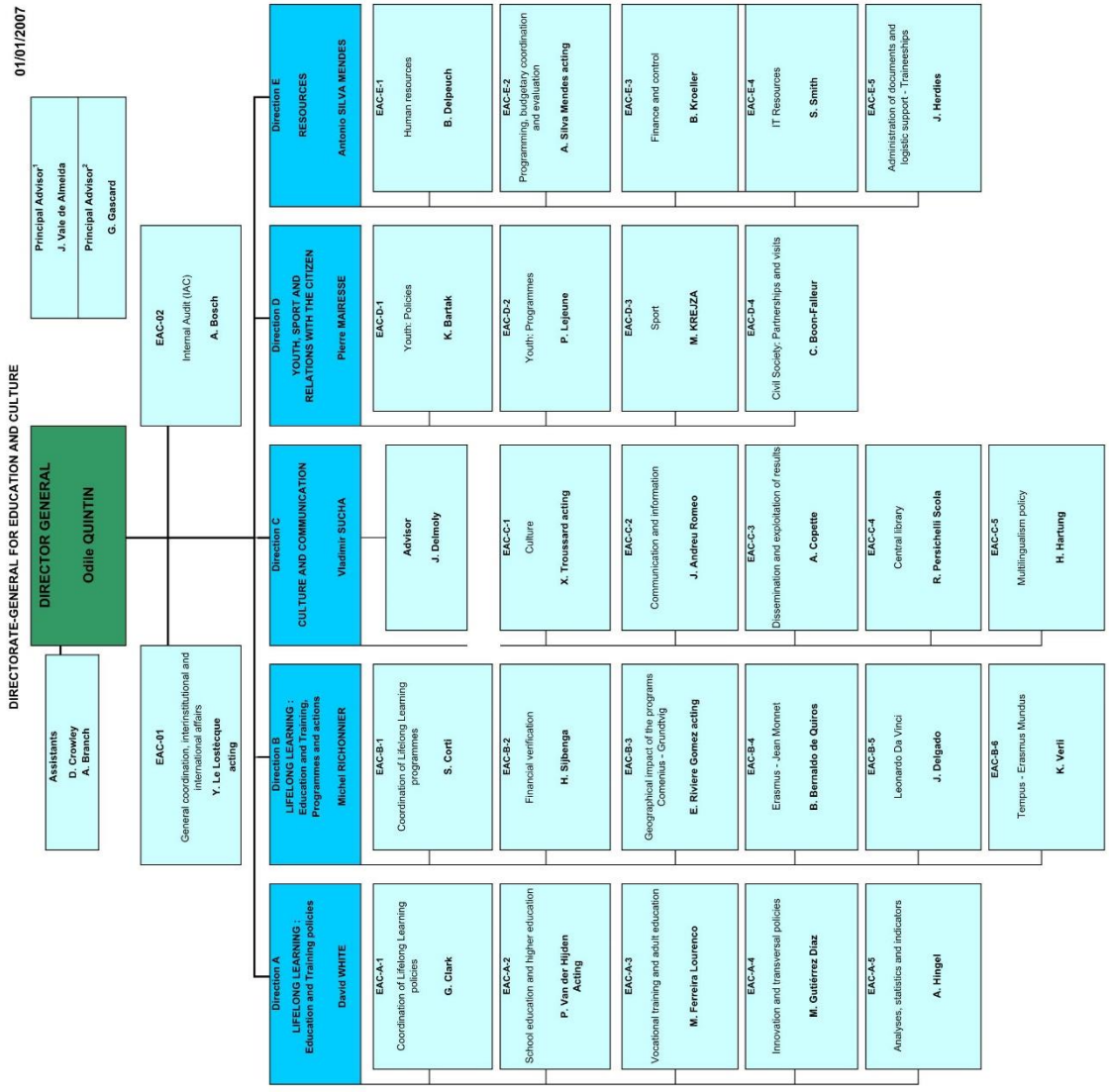
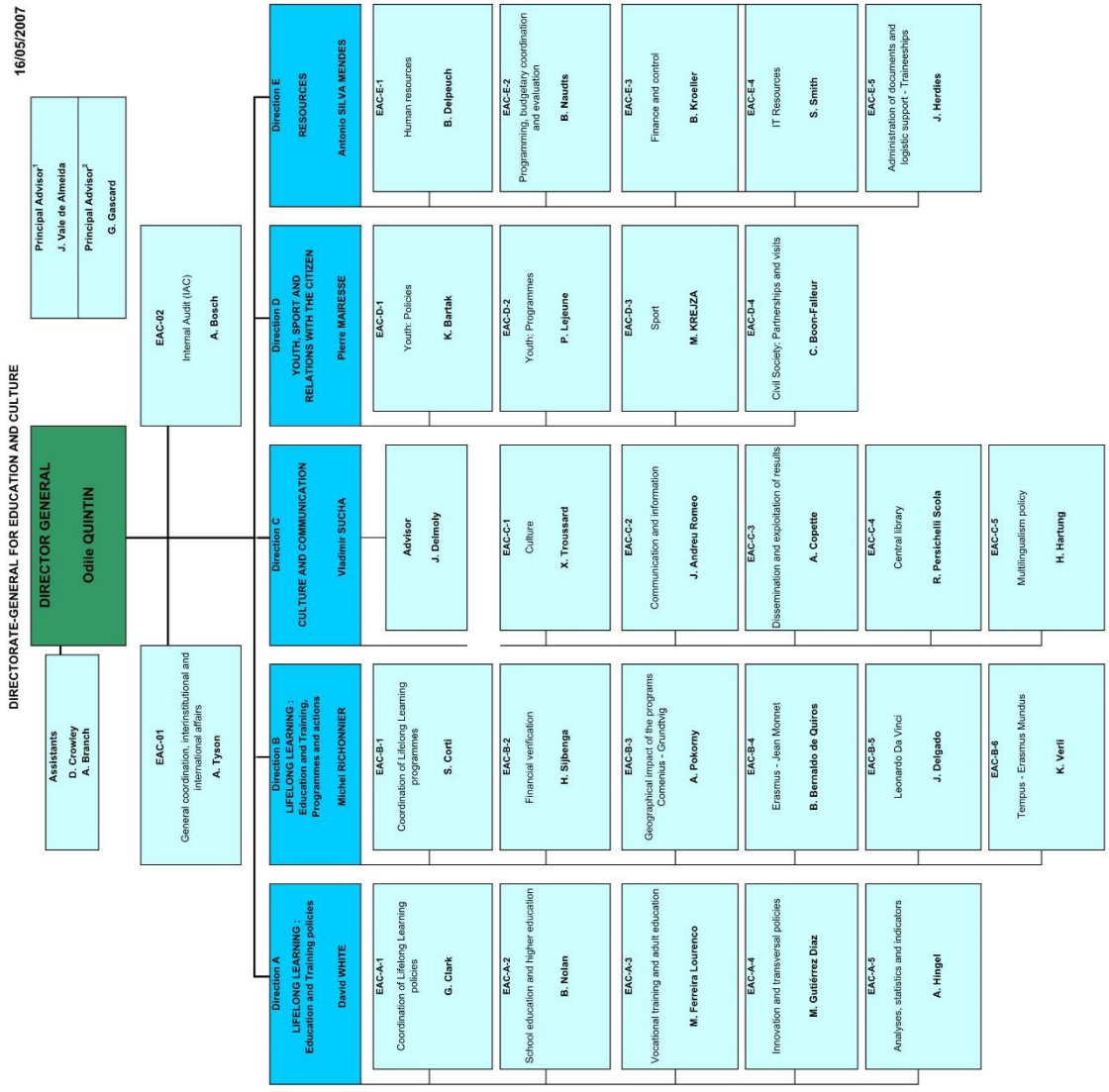
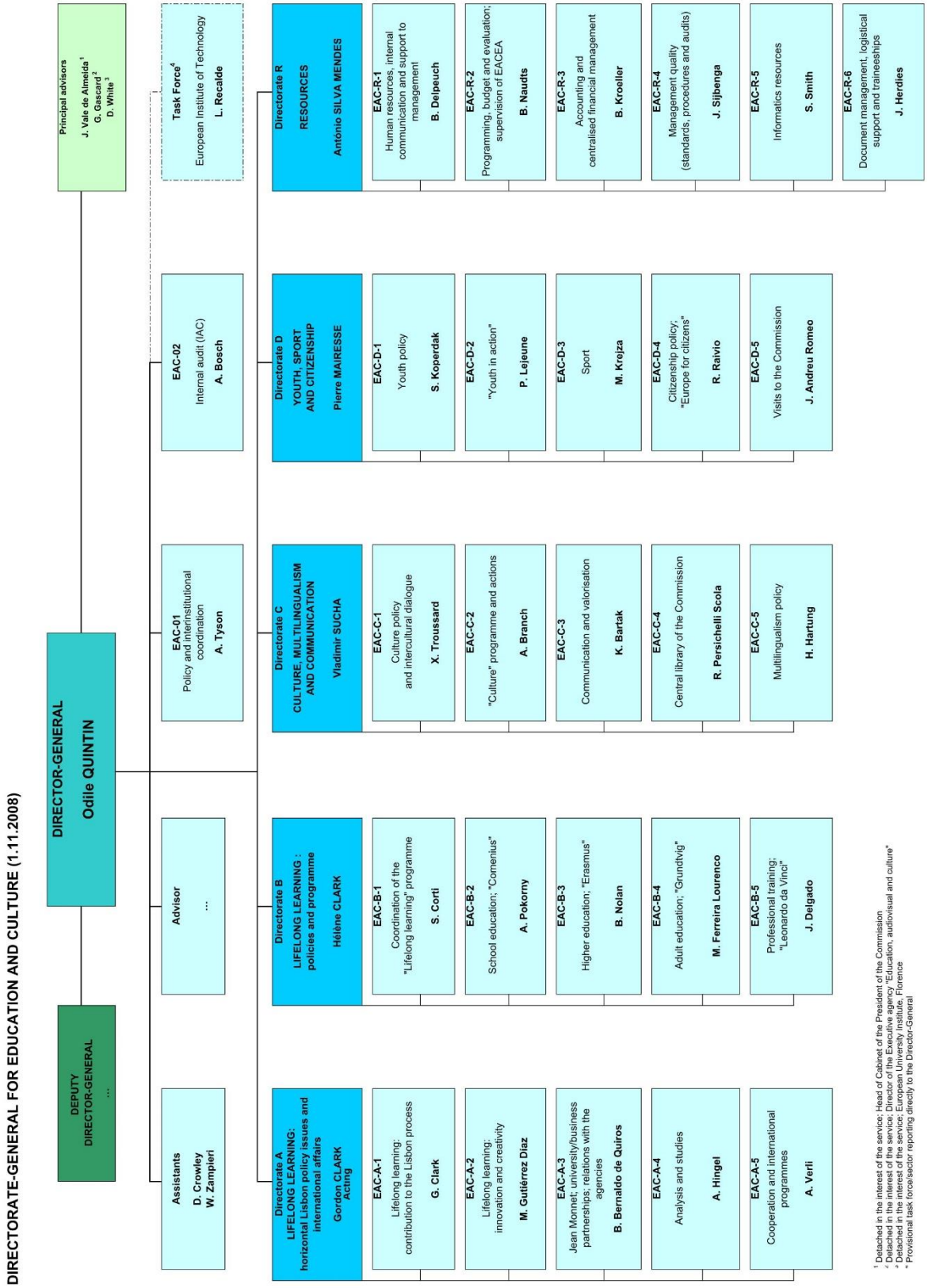
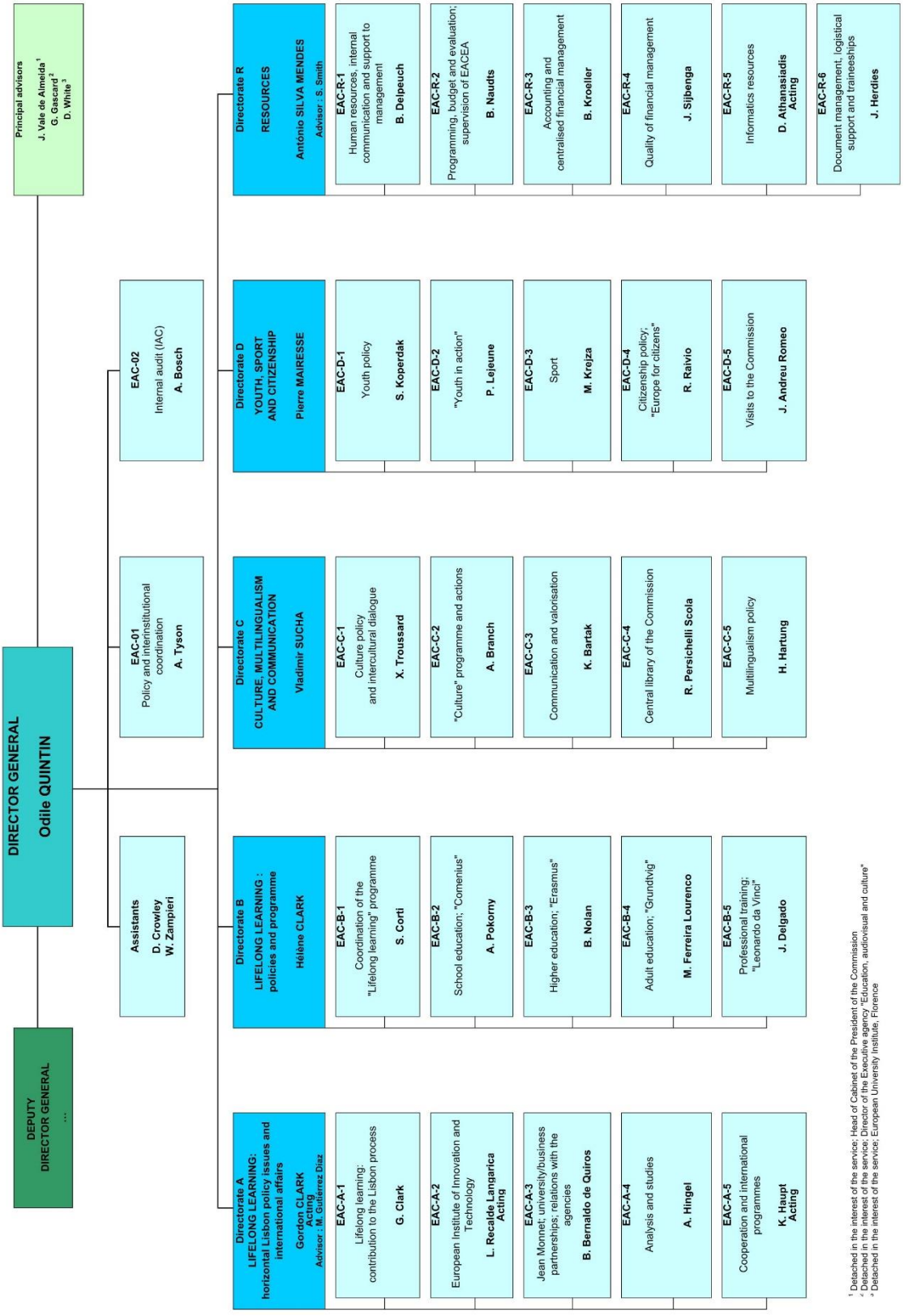



DIRECTORATE-GENERAL FOR EDUCATION AND CULTURE
16/05/2007
DIRECTOR GENERAL
Odile QUINTIN
Assistants
D. Crowley
A. Branch
Principal Advisor[1]
J. Vale de Almeida
Principal Advisor[2]
G. Gascard
EAC-02
Internal Audit (IAC)
A. Bosch
EAC-01
General coordination, interinstitutional and international affairs
A. Tyson
Direction A
LIFELONG LEARNING : Education and Training policies
David WHITE
EAC-A-1 Coordination of Lifelong Learning policies G. Clark
EAC-A-2 School education and higher education B. Nolan
EAC-A-3 Vocational training and adult education M. Ferreira Lourenco
EAC-A-4 Innovation and transversal policies M. Gutiérrez Díaz
EAC-A-5 Analyses, statistics and indicators A. Hingel
Direction B
LIFELONG LEARNING : Education and Training, Programmes and actions
Michel RICHONNIER
EAC-B-1 Coordination of Lifelong Learning programmes S. Corti
EAC-B-2 Financial verification H. Sijbenga
EAC-B-3 Geographical impact of the programs Comenius - Grundtvig A. Pokorny
EAC-B-4 Erasmus - Jean Monnet B. Bernaldo de Quiros
EAC-B-5 Leonardo Da Vinci J. Delgado
EAC-B-6 Tempus - Erasmus Mundus K. Veril
Direction C
CULTURE AND COMMUNICATION
Vladimir SUCHA
Advisor J. Delmoly
EAC-C-1 Culture X. Troussard
EAC-C-2 Communication and Information J. Andreu Romeo
EAC-C-3 Dissemination and exploitation of results A. Copette
EAC-C-4 Central library R. Persichelli Scola
EAC-C-5 Multilingualism policy H. Hartung
Direction D
YOUTH, SPORT AND RELATIONS WITH THE CITIZEN
Pierre MAIRESSE
EAC-D-1 Youth: Policies K. Bartak
EAC-D-2 Youth: Programmes P. Lejeune
EAC-D-3 Sport M. KREJZA
EAC-D-4 Civil Society; Partnerships and visits C. Boon-Falleur
Direction E
RESOURCES
Antonio SILVA MENDES
EAC-E-1 Human resources B. Delpeuch
EAC-E-2 Programming, budgetary coordination and evaluation B. Naudts
EAC-E-3 Finance and control B. Kroeller
EAC-E-4 IT Resources S. Smith
EAC-E-5 Administration of documents and logistic support - Traineeships J. Herdies


DIRECTORATE-GENERAL FOR EDUCATION AND CULTURE (1.11.2008)
Principal advisors
J. Vale de Almeida[1]
G. Gascard[2]
D. White[3]
DIRECTOR-GENERAL
Odile QUINTIN
DEPUTY DIRECTOR-GENERAL
...
Assistants
D. Crowley
W. Zampieri
Advisor
...
EAC-01
Policy and Interinstitutional coordination
A. Tyson
EAC-02
Internal audit (IAC)
A. Bosch
Task Force[4]
European Institute of Technology
L. Recalde
Directorate A
LIFELONG LEARNING: horizontal Lisbon policy issues and international affairs
Gordon CLARK
Acting
EAC-A-1 Lifelong learning: contribution to the Lisbon process G. Clark
EAC-A-2 Lifelong learning: innovation and creativity M. Gutiérrez Diaz
EAC-A-3 Jean Monnet; university/business partnerships; relations with the agencies B. Bernaldo de Quiros
EAC-A-4 Analysis and studies A. Hingel
EAC-A-5 Cooperation and international programmes A. Verli
Directorate B
LIFELONG LEARNING : policies and programme
Hélène CLARK
EAC-B-1 Coordination of the "Lifelong learning" programme S. Corti
EAC-B-2 School education; "Comenius" A. Pokorny
EAC-B-3 Higher education; "Erasmus" B. Nolan
EAC-B-4 Adult education; "Grundtvig" M. Ferreira Lourenco
EAC-B-5 Professional training; "Leonardo da Vinci" J. Delgado
Directorate C
CULTURE, MULTILINGUALISM AND COMMUNICATION
Vladimir SUCHA
EAC-C-1 Culture policy and intercultural dialogue X. Troussard
EAC-C-2 "Culture" programme and actions A. Branch
EAC-C-3 Communication and valorisation K. Bartak
EAC-C-4 Central library of the Commission R. Persichelli Scola
EAC-C-5 Multilingualism policy H. Hartung
Directorate D
YOUTH, SPORT AND CITIZENSHIP
Pierre MAIRESSE
EAC-D-1 Youth policy S. Koperdak
EAC-D-2 "Youth in action" P. Lejeune
EAC-D-3 Sport M. Krejza
EAC-D-4 Citizenship policy; "Europe for citizens" R. Raivio
EAC-D-5 Visits to the Commission J. Andreu Romeo
Directorate R
RESOURCES
António SILVA MENDES
EAC-R-1 Human resources, internal communication and support to management B. Delpeuch
EAC-R-2 Programming, budget and evaluation; supervision of EACEA B. Naudts
EAC-R-3 Accounting and centralised financial management B. Kroeller
EAC-R-4 Management quality (standards, procedures and audits) J. Sijbenga
EAC-R-5 Informatics resources S. Smith
EAC-R-6 Document management, logistical support and traineeships J. Herdies
[1] Detached in the interest of the service: Head of Cabinet of the President of the Commission
[2] Detached in the interest of the service: Director of the Executive agency "Education, audiovisual and culture"
[3] Detached in the interest of the service: European University Institute, Florence
[4] Provisional task force/sector reporting directly to the Director-General

DIRECTORATE-GENERAL FOR EDUCATION AND CULTURE (01.01.2009)



[1] Detached in the interest of the service: Head of Cabinet of the President of the Commission
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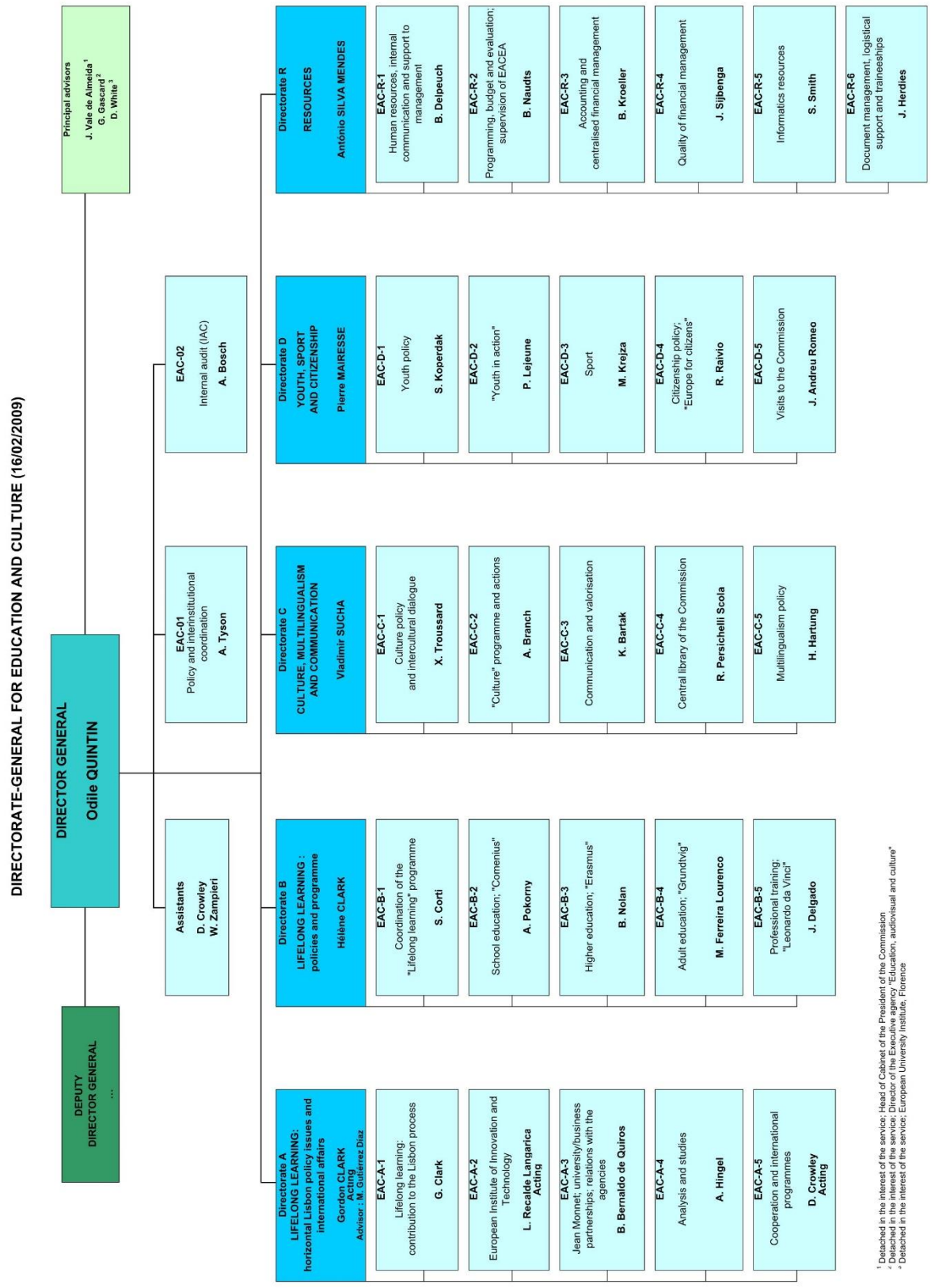
[3] Detached in the interest of the service: European University Institute, Florence


DIRECTORATE-GENERAL FOR EDUCATION AND CULTURE (16/02/2009)
Principal advisors
J. Vale de Almeida[1]
G. Gascard[2]
D. White[3]
DIRECTOR GENERAL
Odile QUINTIN
DEPUTY
DIRECTOR GENERAL
...
Assistants
D. Crowley
W. Zampieri
EAC-01
Policy and Interinstitutional coordination
A. Tyson
EAC-02
Internal audit (IAC)
A. Bosch
Directorate A
LIFELONG LEARNING: horizontal Lisbon policy issues and international affairs
Gordon CLARK
Acting
Advisor : M. Gutiérrez Díaz
EAC-A-1
Lifelong learning: contribution to the Lisbon process
G. Clark
EAC-A-2
European Institute of Innovation and Technology
L. Recalde Langarica
Acting
EAC-A-3
Jean Monnet; university/business partnerships; relations with the agencies
B. Bernaldo de Quiros
EAC-A-4
Analysis and studies
A. Hingel
EAC-A-5
Cooperation and international programmes
D. Crowley
Acting
Directorate B
LIFELONG LEARNING : policies and programme
Hélène CLARK
EAC-B-1
Coordination of the "Lifelong learning" programme
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School education; "Comenius"
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EAC-B-3
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EAC-B-4
Adult education; "Grundtvig"
M. Ferreira Lourenco
EAC-B-5
Professional training; "Leonardo da Vinci"
J. Delgado
Directorate C
CULTURE, MULTILINGUALISM AND COMMUNICATION
Vladimir SUCHA
EAC-C-1
Culture policy and intercultural dialogue
X. Troussard
EAC-C-2
"Culture" programme and actions
A. Branch
EAC-C-3
Communication and valorisation
K. Bartak
EAC-C-4
Central library of the Commission
R. Persichelli Scola
EAC-C-5
Multilingualism policy
H. Hartung
Directorate D
YOUTH, SPORT AND CITIZENSHIP
Pierre MAIRESSE
EAC-D-1
Youth policy
S. Koperdak
EAC-D-2
"Youth in action"
P. Lejeune
EAC-D-3
Sport
M. Krejza
EAC-D-4
Citizenship policy; "Europe for citizens"
R. Raivio
EAC-D-5
Visits to the Commission
J. Andreu Romeo
Directorate R
RESOURCES
António SILVA MENDES
EAC-R-1
Human resources, internal communication and support to management
B. Delpeuch
EAC-R-2
Programming, budget and evaluation; supervision of EACEA
B. Naudts
EAC-R-3
Accounting and centralised financial management
B. Kroeller
EAC-R-4
Quality of financial management
J. Sijbenga
EAC-R-5
Informatics resources
S. Smith
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Document management, logistical support and traineeships
J. Herdies
[1] Detached in the interest of the service: Head of Cabinet of the President of the Commission
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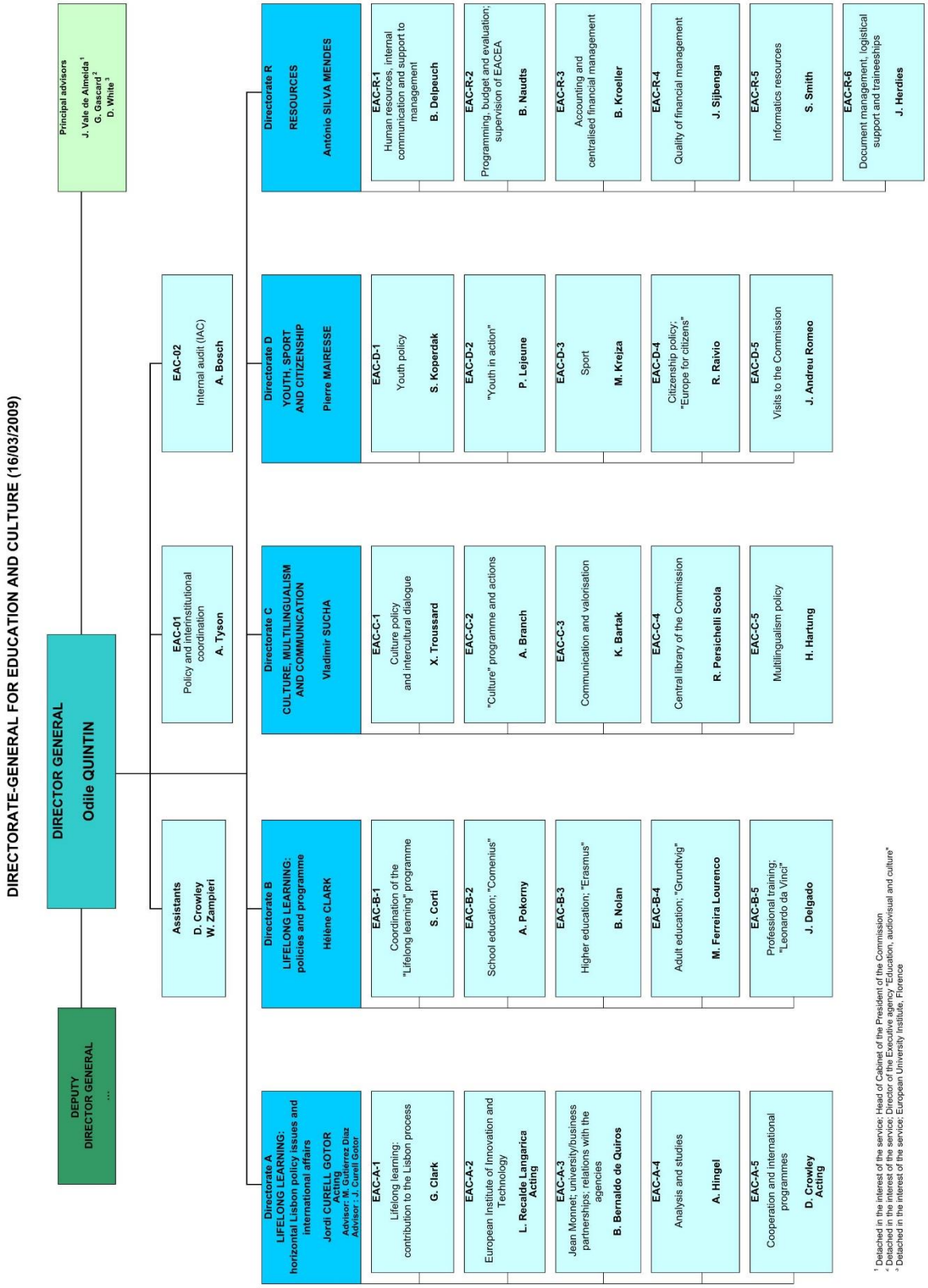
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D. White [3]
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DEPUTY
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...
Assistants
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W. Zampieri
EAC-01
Policy and Interinstitutional coordination
A. Tyson
EAC-02
Internal audit (IAC)
A. Bosch
Directorate A
LIFELONG LEARNING: horizontal Lisbon policy issues and international affairs
Jordi CURELL GOTOR
Acting
Advisor: M. Gutiérrez Díaz
Advisor: J. Curell Gotor
EAC-A-1
Lifelong learning: contribution to the Lisbon process
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European Institute of Innovation and Technology
L. Recalde Langarica
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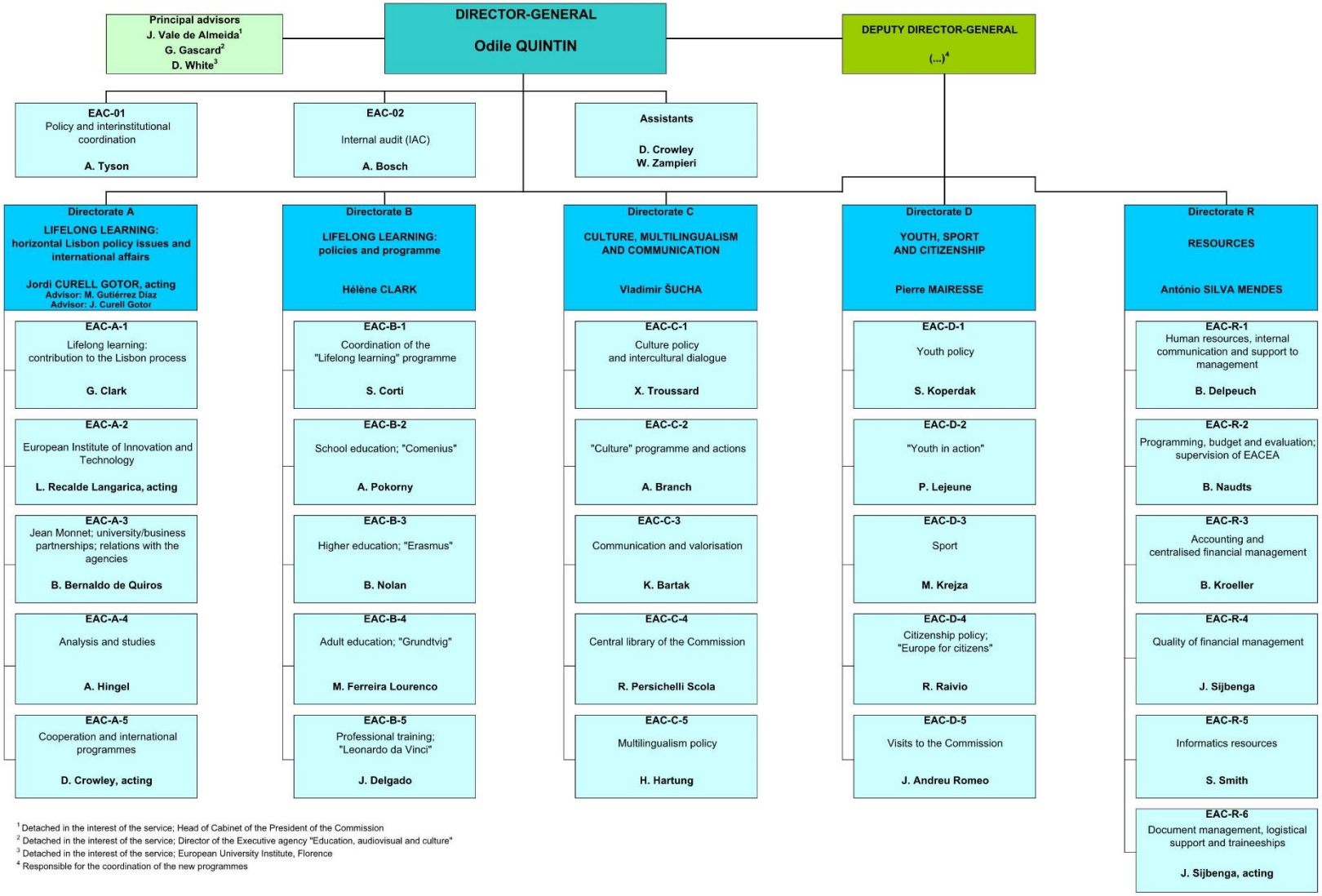

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[3] Detached in the interest of the service; European University Institute, Florence
[4] Responsible for the coordination of the new programmes

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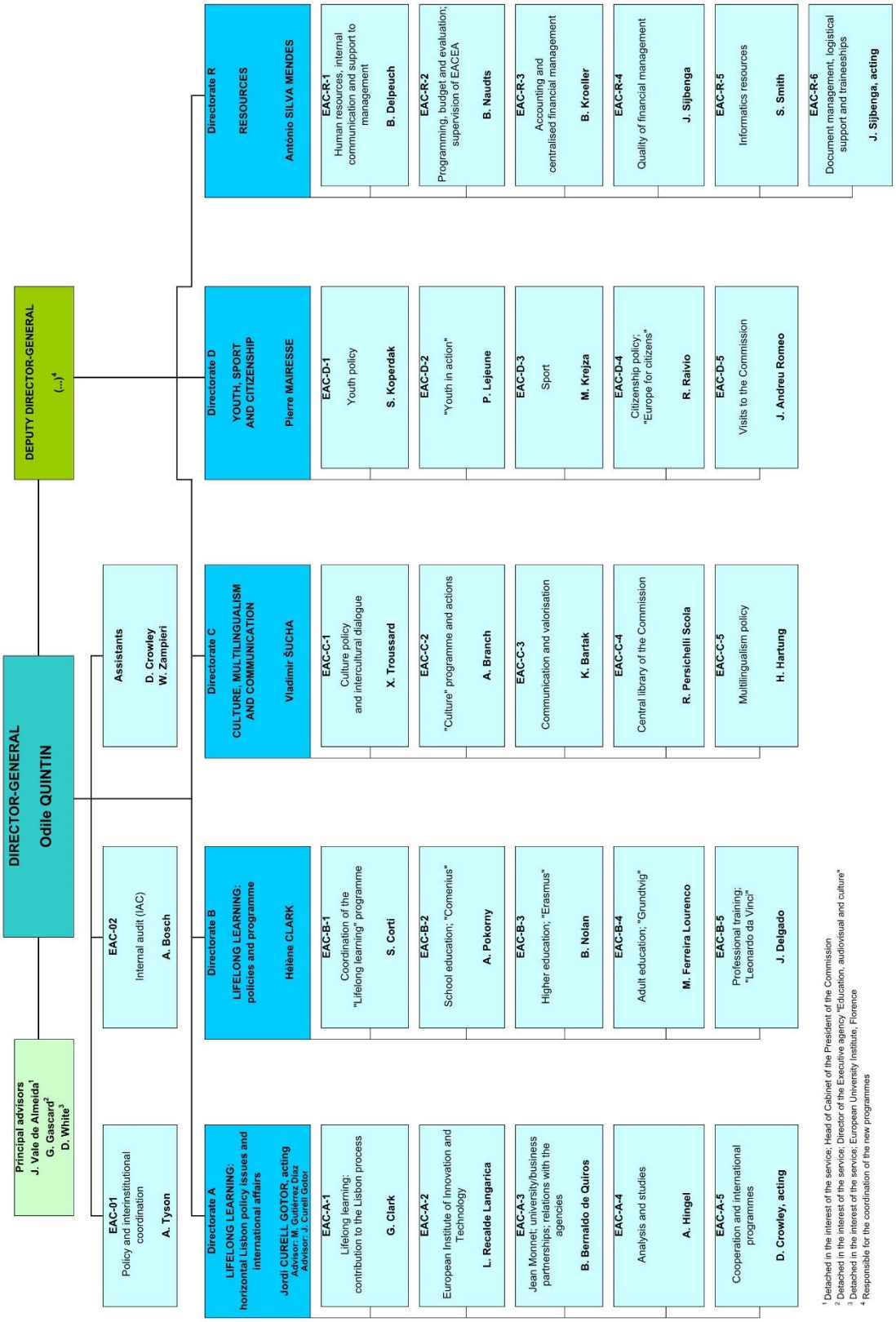
DIRECTORATE-GENERAL FOR EDUCATION AND CULTURE (01/06/2009)



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[3] Detached in the interest of the service; European University Institute, Florence
[4] Responsible for the coordination of the new programmes

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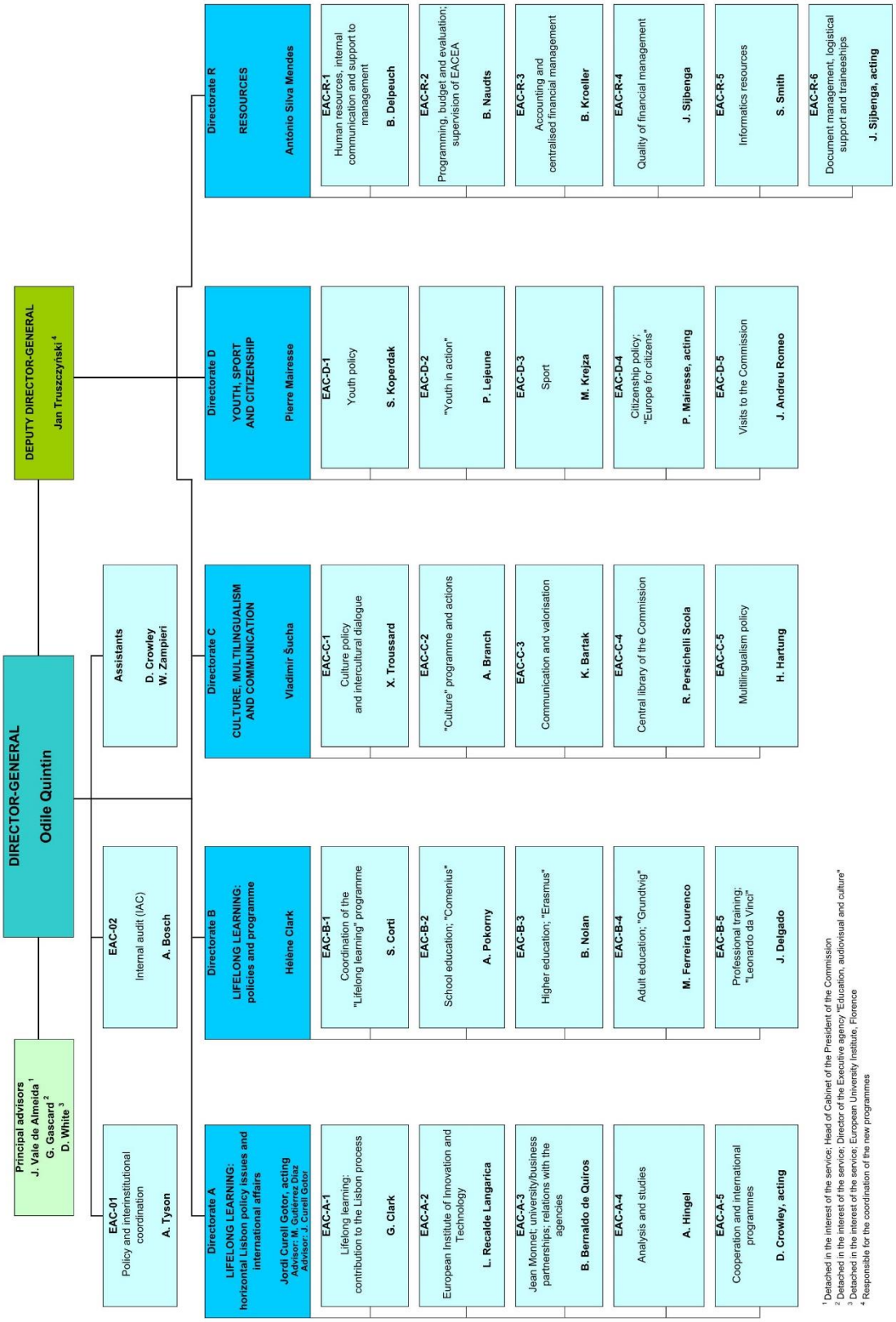
DIRECTORATE-GENERAL FOR EDUCATION AND CULTURE (01/07/2009)



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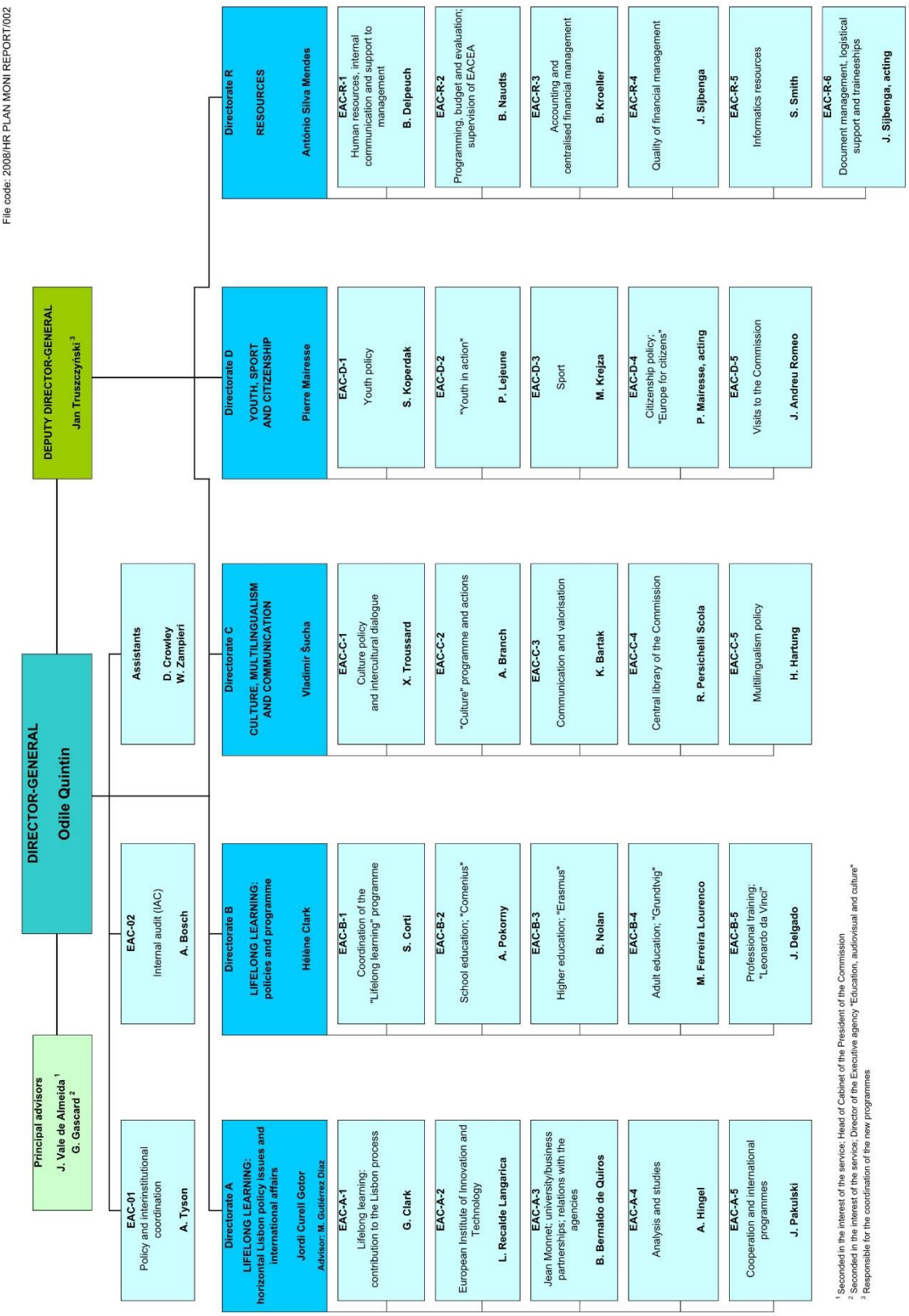
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File code: 2008/HR PLAN MONI REPORT/002
DIRECTORATE-GENERAL FOR EDUCATION AND CULTURE (01/09/2009)
DIRECTOR-GENERAL
Odile Quintin
Principal advisors
J. Vale de Almeida [1]
G. Gascard [2]
DEPUTY DIRECTOR-GENERAL
Jan Truszczyński [3]
Assistants
D. Crowley
W. Zampieri
EAC-01
Policy and interinstitutional coordination
A. Tyson
EAC-02
Internal audit (IAC)
A. Bosch
Directorate A
LIFELONG LEARNING: horizontal Lisbon policy issues and international affairs
Jordi Curell Gotor
Advisor: M. Gutiérrez Diaz
EAC-A-1
Lifelong learning: contribution to the Lisbon process
G. Clark
EAC-A-2
European Institute of Innovation and Technology
L. Recalde Langarica
EAC-A-3
Jean Monnet; university/business partnerships; relations with the agencies
B. Bernaldo de Quiros
EAC-A-4
Analysis and studies
A. Hingel
EAC-A-5
Cooperation and international programmes
J. Pakulski
Directorate B
LIFELONG LEARNING: policies and programme
Hélène Clark
EAC-B-1
Coordination of the "Lifelong learning" programme
S. Corti
EAC-B-2
School education; "Comenius"
A. Pokorny
EAC-B-3
Higher education; "Erasmus"
B. Nolan
EAC-B-4
Adult education; "Grundtvig"
M. Ferreira Lourenco
EAC-B-5
Professional training; "Leonardo da Vinci"
J. Delgado
Directorate C
CULTURE, MULTILINGUALISM AND COMMUNICATION
Vladimír Šucha
EAC-C-1
Culture policy and intercultural dialogue
X. Troussard
EAC-C-2
"Culture" programme and actions
A. Branch
EAC-C-3
Communication and valorisation
K. Bartak
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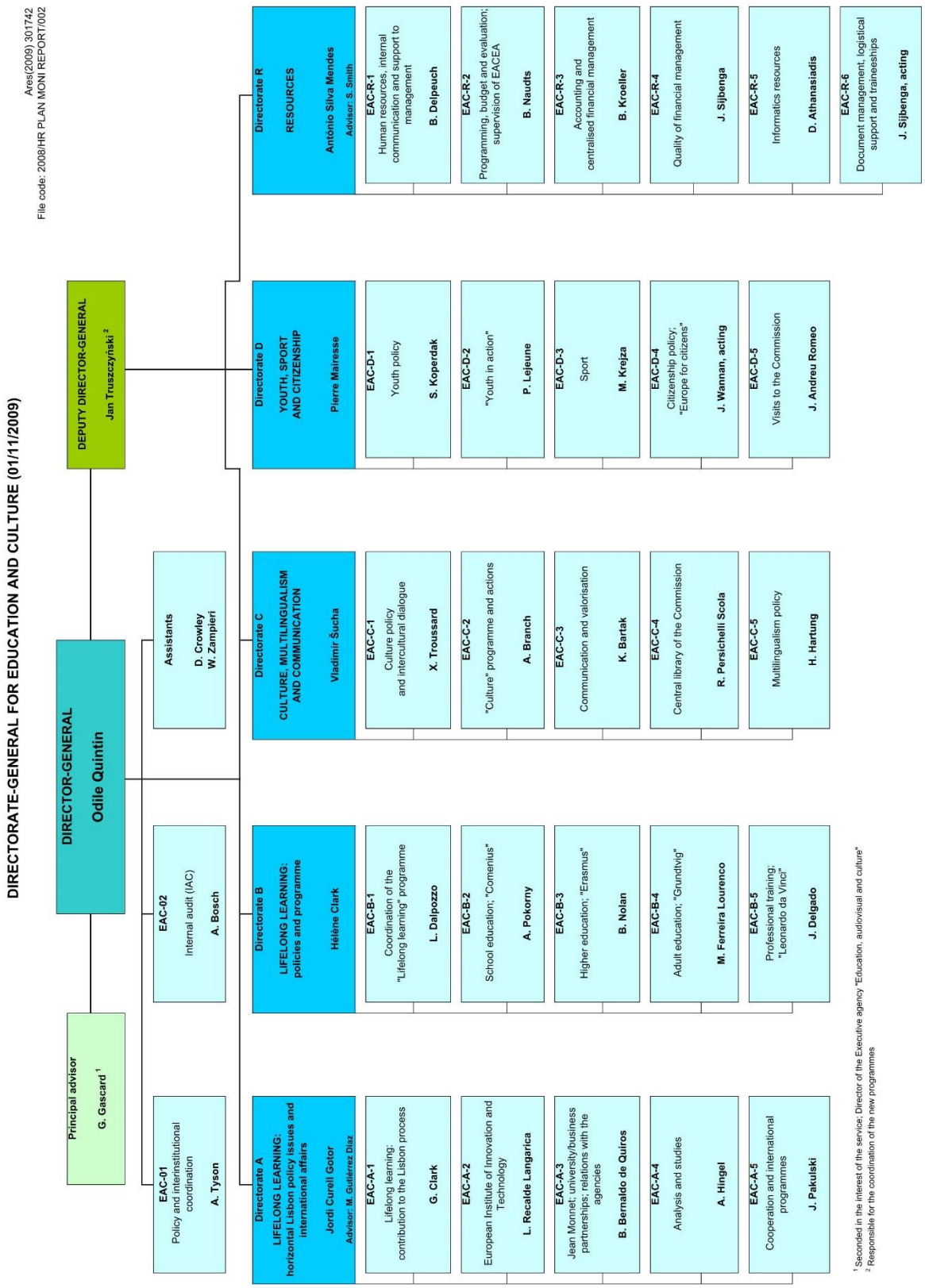
Central library of the Commission
R. Persichelli Scola
EAC-C-5
Multilingualism policy
H. Hartung
Directorate D
YOUTH, SPORT AND CITIZENSHIP
Pierre Mairesse
EAC-D-1
Youth policy
S. Koperdak
EAC-D-2
"Youth in action"
P. Lejeune
EAC-D-3
Sport
M. Krejza
EAC-D-4
Citizenship policy; "Europe for citizens"
P. Mairesse, acting
EAC-D-5
Visits to the Commission
J. Andreu Romeo
Directorate R
RESOURCES
António Silva Mendes
EAC-R-1
Human resources, internal communication and support to management
B. Delpeuch
EAC-R-2
Programming, budget and evaluation; supervision of EACEA
B. Naudts
EAC-R-3
Accounting and centralised financial management
B. Kroeller
EAC-R-4
Quality of financial management
J. Sijbenga
EAC-R-5
Informatics resources
S. Smith
EAC-R-6
Document management, logistical support and traineeships
J. Sijbenga, acting
[1] Seconded in the interest of the service; Head of Cabinet of the President of the Commission
[2] Seconded in the interest of the service; Director of the Executive agency "Education, audiovisual and culture"
[3] Responsible for the coordination of the new programmes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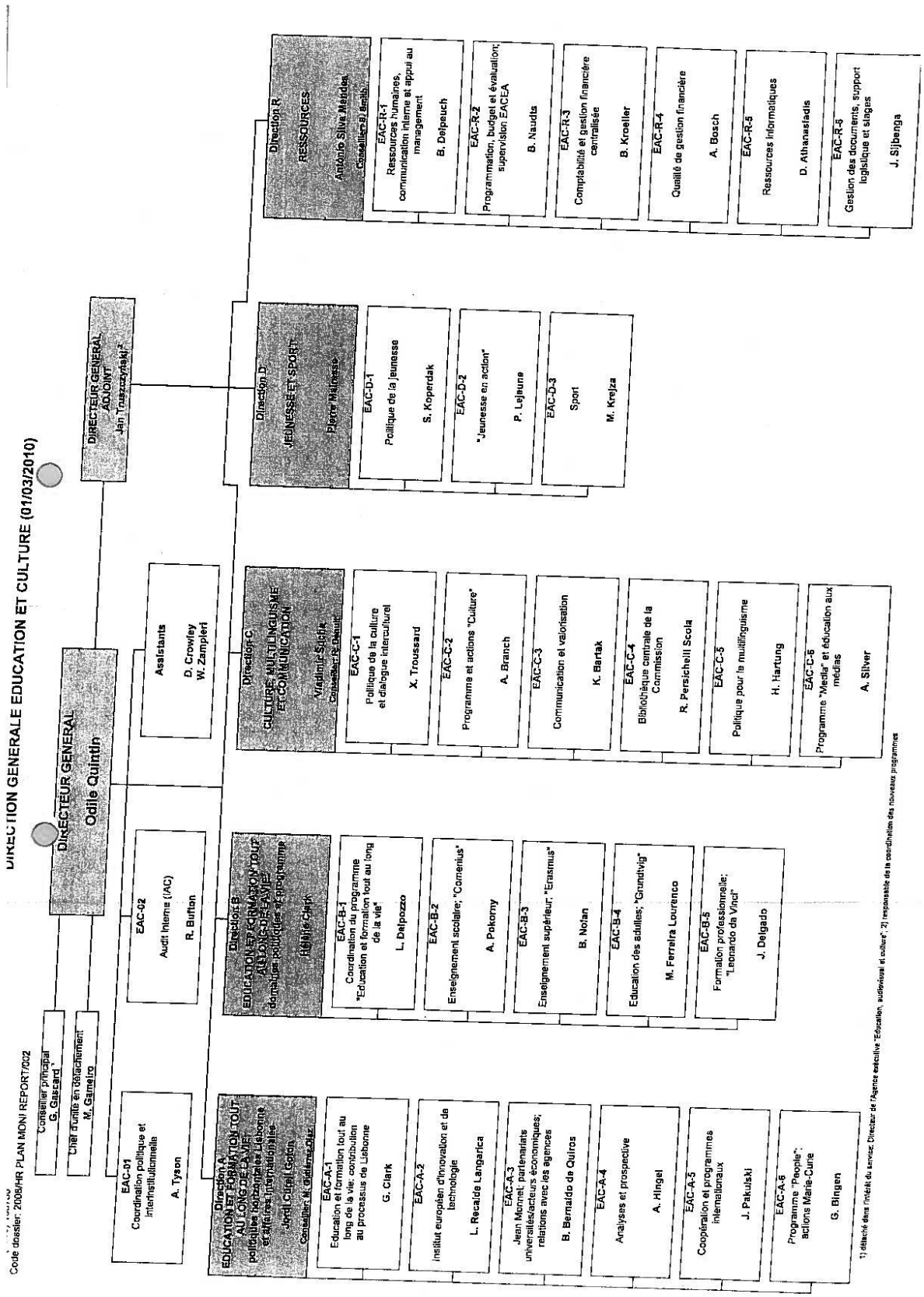
DIRECTORATE-GENERAL FOR EDUCATION AND CULTURE (01/11/2009)
Principal advisor
G. Gascard [1]
DIRECTOR-GENERAL
Odile Quintin
DEPUTY DIRECTOR-GENERAL
Jan Truszczyński [2]
EAC-01
Policy and interinstitutional coordination
A. Tyson
EAC-02
Internal audit (IAC)
A. Bosch
Assistants
D. Crowley
W. Zampieri
Directorate A
LIFELONG LEARNING: horizontal Lisbon policy issues and international affairs
Jordi Curell Gotor
Advisor: M. Gutiérrez Diaz
EAC-A-1 Lifelong learning: contribution to the Lisbon process — G. Clark
EAC-A-2 European Institute of innovation and Technology — L. Recalde Langarica
EAC-A-3 Jean Monnet; university/business partnerships; relations with the agencies — B. Bernaldo de Quiros
EAC-A-4 Analysis and studies — A. Hingel
EAC-A-5 Cooperation and international programmes — J. Pakulski
Directorate B
LIFELONG LEARNING: policies and programme
Hélène Clark
EAC-B-1 Coordination of the "Lifelong learning" programme — L. Dalpozzo
EAC-B-2 School education; "Comenius" — A. Pokorny
EAC-B-3 Higher education; "Erasmus" — B. Nolan
EAC-B-4 Adult education; "Grundtvig" — M. Ferreira Lourenco
EAC-B-5 Professional training; "Leonardo da Vinci" — J. Delgado
Directorate C
CULTURE, MULTILINGUALISM AND COMMUNICATION
Vladimír Šucha
EAC-C-1 Culture policy and intercultural dialogue — X. Troussard
EAC-C-2 "Culture" programme and actions — A. Branch
EAC-C-3 Communication and valorisation — K. Bartak
EAC-C-4 Central library of the Commission — R. Persichelli Scola
EAC-C-5 Multilingualism policy — H. Hartung
Directorate D
YOUTH, SPORT AND CITIZENSHIP
Pierre Mairesse
EAC-D-1 Youth policy — S. Koperdak
EAC-D-2 "Youth in action" — P. Lejeune
EAC-D-3 Sport — M. Krejza
EAC-D-4 Citizenship policy; "Europe for citizens" — J. Wannan, acting
EAC-D-5 Visits to the Commission — J. Andreu Romeo
Directorate R
RESOURCES
António Silva Mendes
Advisor: S. Smith
EAC-R-1 Human resources, internal communication and support to management — B. Delpeuch
EAC-R-2 Programming, budget and evaluation; supervision of EACEA — B. Naudts
EAC-R-3 Accounting and centralised financial management — B. Kroeller
EAC-R-4 Quality of financial management — J. Sijbenga
EAC-R-5 Informatics resources — D. Athanasiadis
EAC-R-6 Document management, logistical support and traineeships — J. Sijbenga, acting
[1] Seconded in the interest of the service; Director of the Executive agency "Education, audiovisual and culture"
[2] Responsible for the coordination of the new programmes

1 March 2010


DIRECTION GENERALE EDUCATION ET CULTURE (01/03/2010)
Code dossier: 2008/HR PLAN MONI REPORT/002
Conseiller principal G. Gascard 1
Chef d'unité en détachement M. Gameiro
DIRECTEUR GENERAL Odile Quintin
DIRECTEUR GENERAL ADJOINT Jan Truszczynski 2
EAC-01 Coordination politique et interinstitutionnelle A. Tyson
EAC-02 Audit Interne (IAC) R. Burton
Assistants D. Crowley W. Zampieri
Direction A EDUCATION ET FORMATION TOUT AU LONG DE LA VIE: politiques horizontales Lisbonne et affaires internationales Jordi Cuspi Gotón Conseiller: M. Gutiérrez Díaz
EAC-A-1 Education et formation tout au long de la vie: contribution au processus de Lisbonne G. Clark
EAC-A-2 Institut européen d'innovation et de technologie L. Recalde Langarica
EAC-A-3 Jean Monnet: partenariats universités/acteurs économiques; relations avec les agences B. Bernaldo de Quiros
EAC-A-4 Analyses et prospective A. Hingel
EAC-A-5 Coopération et programmes internationaux J. Pakulski
EAC-A-6 Programme "People": actions Marie-Curie G. Bingen
Direction B EDUCATION ET FORMATION TOUT AU LONG DE LA VIE: domaines politiques et programme Hélène Clark
EAC-B-1 Coordination du programme "Education et formation tout au long de la vie" L. Delpozzo
EAC-B-2 Enseignement scolaire; "Comenius" A. Pokorny
EAC-B-3 Enseignement supérieur; "Erasmus" B. Nolan
EAC-B-4 Education des adultes; "Grundtvig" M. Ferreira Lourenco
EAC-B-5 Formation professionnelle; "Leonardo da Vinci" J. Delgado
Direction C CULTURE, MULTILINGUISME ET COMMUNICATION Vladimir Suchá Conseiller: R. Benuit
EAC-C-1 Politique de la culture et dialogue interculturel X. Troussard
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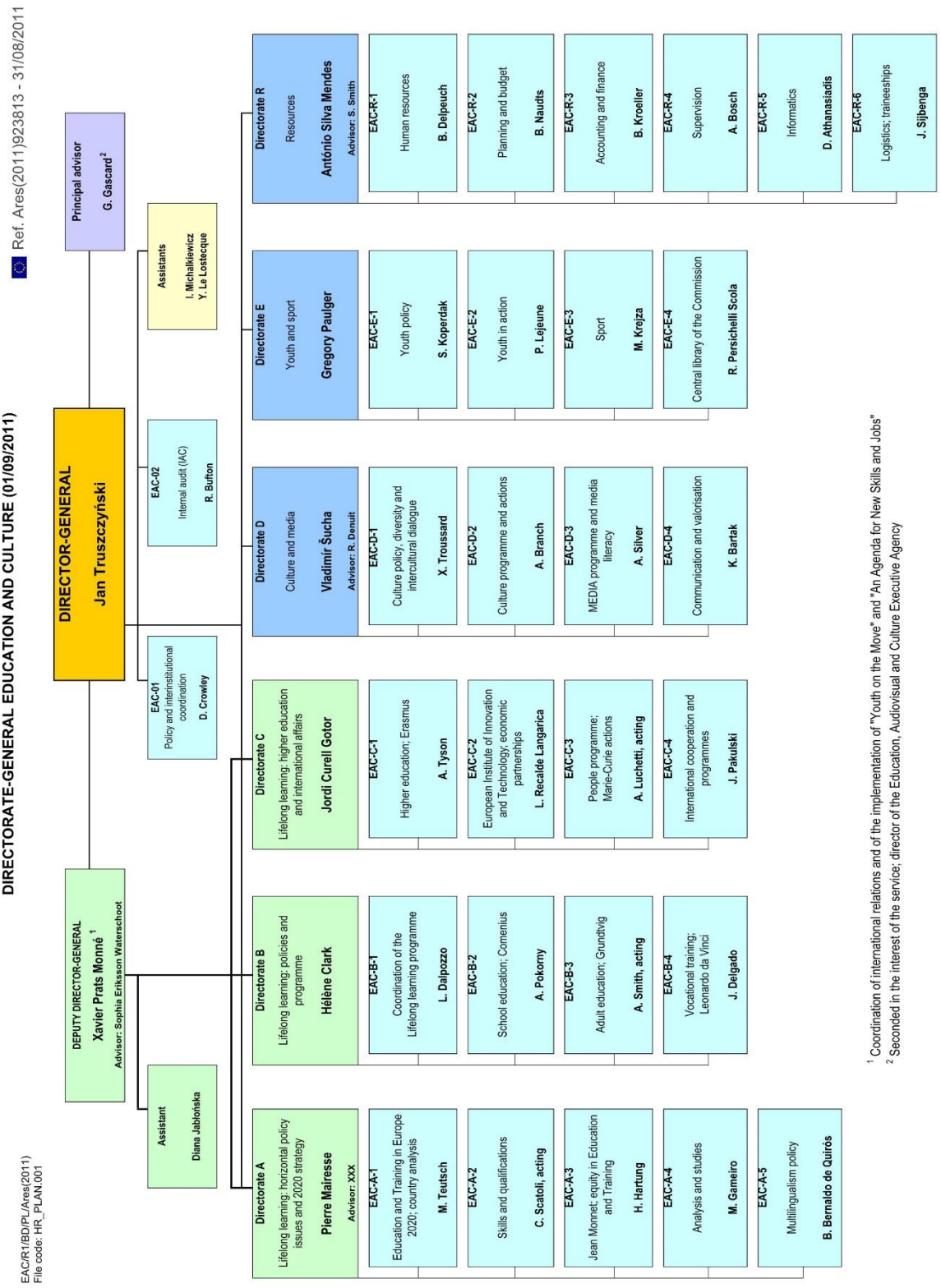
EAC-C-4 Bibliothèque centrale de la Commission R. Persichelli Scola
EAC-C-5 Politique pour le multilinguisme H. Hartung
EAC-C-6 Programme "Media" et éducation aux médias A. Silver
Direction D JEUNESSE ET SPORT Pierre Mainesse
EAC-D-1 Politique de la jeunesse S. Koperdak
EAC-D-2 "Jeunesse en action" P. Lejeune
EAC-D-3 Sport M. Krejza
Direction R RESSOURCES António Silva Mendes Conseiller: B. Smith
EAC-R-1 Ressources humaines, communication interne et appui au management B. Delpeuch
EAC-R-2 Programmation, budget et évaluation; supervision EACEA B. Naudts
EAC-R-3 Comptabilité et gestion financière centralisée B. Kroeller
EAC-R-4 Qualité de gestion financière A. Bosch
EAC-R-5 Ressources informatiques D. Athanasiadis
EAC-R-6 Gestion des documents, support logistique et stages J. Sijbenga
1) détaché dans l'intérêt du service; Directeur de l'Agence exécutive "Education, audiovisuel et culture"; 2) responsable de la coordination des nouveaux programmes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File code: HR_PLAN.001
DIRECTOR-GENERAL
Jan Truszczyński
DEPUTY DIRECTOR-GENERAL
Xavier Prats Monné [1]
Advisor: Sophia Eriksson Waterschoot
Principal advisor
G. Gascard [2]
Assistant
Diana Jablonska
Assistants
I. Michalkiewicz
Y. Le Lostecque
EAC-01
Policy and interinstitutional coordination
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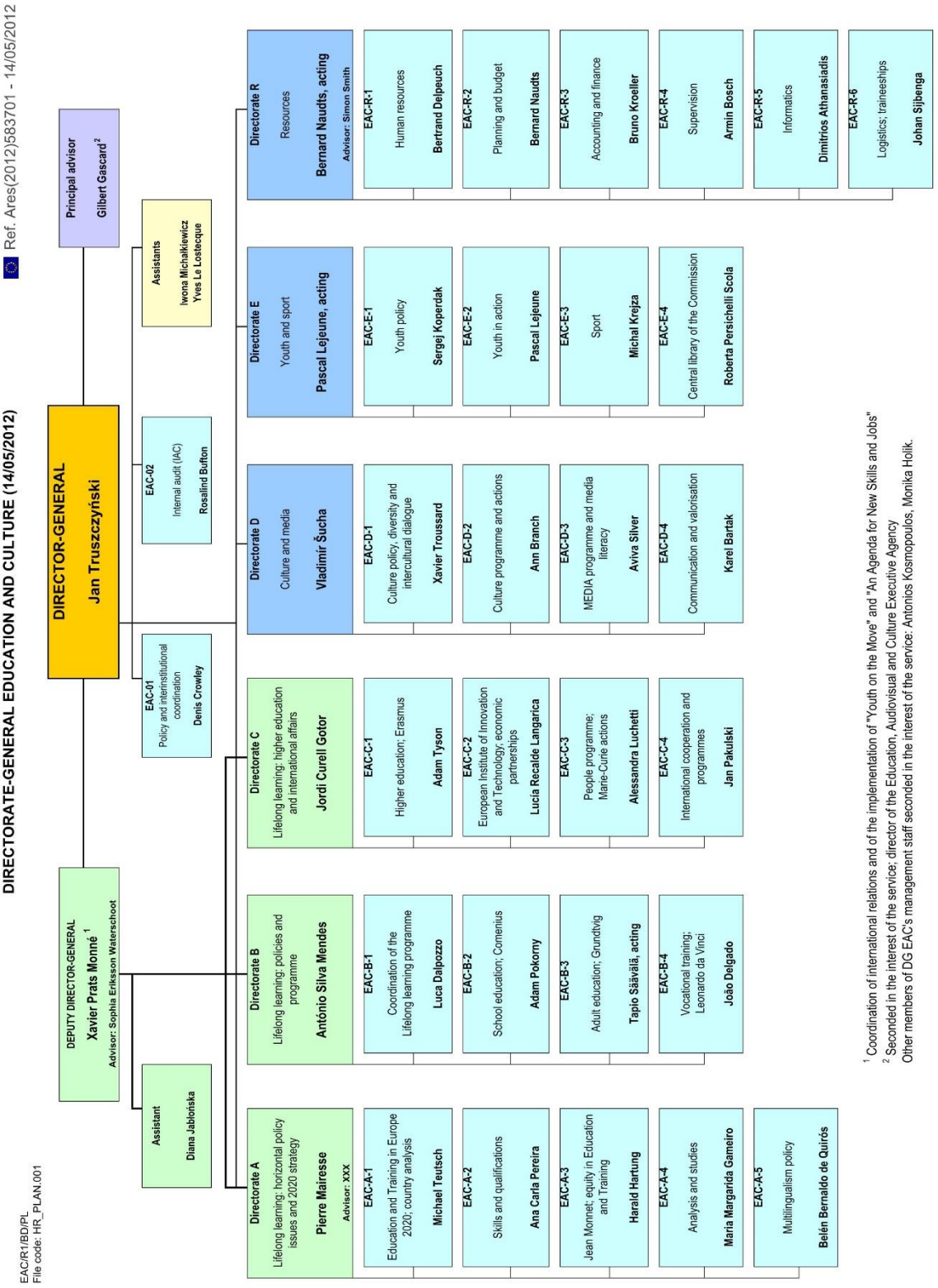
EAC-02
Internal audit (IAC)
R. Bufton
Directorate A
Lifelong learning: horizontal policy issues and 2020 strategy
Pierre Mairesse
Advisor: XXX
EAC-A-1
Education and Training in Europe 2020; country analysis
M. Teutsch
EAC-A-2
Skills and qualifications
C. Scatoli, acting
EAC-A-3
Jean Monnet; equity in Education and Training
H. Hartung
EAC-A-4
Analysis and studies
M. Gameiro
EAC-A-5
Multilingualism policy
B. Bernaldo de Quirós
Directorate B
Lifelong learning; policies and programme
Hélène Clark
EAC-B-1
Coordination of the Lifelong learning programme
L. Dalpozzo
EAC-B-2
School education; Comenius
A. Pokorny
EAC-B-3
Adult education; Grundtvig
A. Smith, acting
EAC-B-4
Vocational training; Leonardo da Vinci
J. Delgado
Directorate C
Lifelong learning: higher education and international affairs
Jordi Curell Gotor
EAC-C-1
Higher education; Erasmus
A. Tyson
EAC-C-2
European Institute of Innovation and Technology; economic partnerships
L. Recalde Langarica
EAC-C-3
People programme; Marie-Curie actions
A. Luchetti, acting
EAC-C-4
International cooperation and programmes
J. Pakulski
Directorate D
Culture and media
Vladimír Šucha
Advisor: R. Denuit
EAC-D-1
Culture policy, diversity and intercultural dialogue
X. Troussard
EAC-D-2
Culture programme and actions
A. Branch
EAC-D-3
MEDIA programme and media literacy
A. Silver
EAC-D-4
Communication and valorisation
K. Bartak
Directorate E
Youth and sport
Gregory Paulger
EAC-E-1
Youth policy
S. Koperdak
EAC-E-2
Youth in action
P. Lejeune
EAC-E-3
Sport
M. Krejza
EAC-E-4
Central library of the Commission
R. Persichelli Scola
Directorate R
Resources
António Silva Mendes
Advisor: S. Smith
EAC-R-1
Human resources
B. Delpeuch
EAC-R-2
Planning and budget
B. Naudts
EAC-R-3
Accounting and finance
B. Kroeller
EAC-R-4
Supervision
A. Bosch
EAC-R-5
Informatics
D. Athanasiadis
EAC-R-6
Logistics; traineeships
J. Sijbenga
[1] Coordination of international relations and of the implementation of "Youth on the Move" and "An Agenda for New Skills and Jobs"
[2] Seconded in the interest of the service; director of the Education, Audiovisual and Culture Executive Agency


DIRECTORATE-GENERAL EDUCATION AND CULTURE (14/05/2012)
Ref. Ares(2012)583701 - 14/05/2012
EAC/R1/BD/PL
File code: HR_PLAN.001
DIRECTOR-GENERAL
Jan Truszczyński
Principal advisor
Gilbert Gascard[2]
DEPUTY DIRECTOR-GENERAL
Xavier Prats Monné [1]
Advisor: Sophia Eriksson Waterschoot
Assistant
Diana Jablońska
Assistants
Iwona Michalkiewicz
Yves Le Lostecque
EAC-01
Policy and interinstitutional coordination
Denis Crowley
EAC-02
Internal audit (IAC)
Rosalind Bufton
Directorate A
Lifelong learning: horizontal policy issues and 2020 strategy
Pierre Mairesse
Advisor: XXX
EAC-A-1
Education and Training in Europe 2020; country analysis
Michael Teutsch
EAC-A-2
Skills and qualifications
Ana Carla Pereira
EAC-A-3
Jean Monnet; equity in Education and Training
Harald Hartung
EAC-A-4
Analysis and studies
Maria Margarida Gameiro
EAC-A-5
Multilingualism policy
Belén Bernaldo de Quirós
Directorate B
Lifelong learning: policies and programme
António Silva Mendes
EAC-B-1
Coordination of the Lifelong learning programme
Luca Dalpozzo
EAC-B-2
School education; Comenius
Adam Pokorny
EAC-B-3
Adult education; Grundtvig
Tapio Säävälä, acting
EAC-B-4
Vocational training; Leonardo da Vinci
João Delgado
Directorate C
Lifelong learning: higher education and international affairs
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EAC-C-1
Higher education; Erasmus
Adam Tyson
EAC-C-2
European Institute of Innovation and Technology; economic partnerships
Lucia Recalde Langarica
EAC-C-3
People programme; Marie-Curie actions
Alessandra Luchetti
EAC-C-4
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Jan Pakulski
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EAC-D-2
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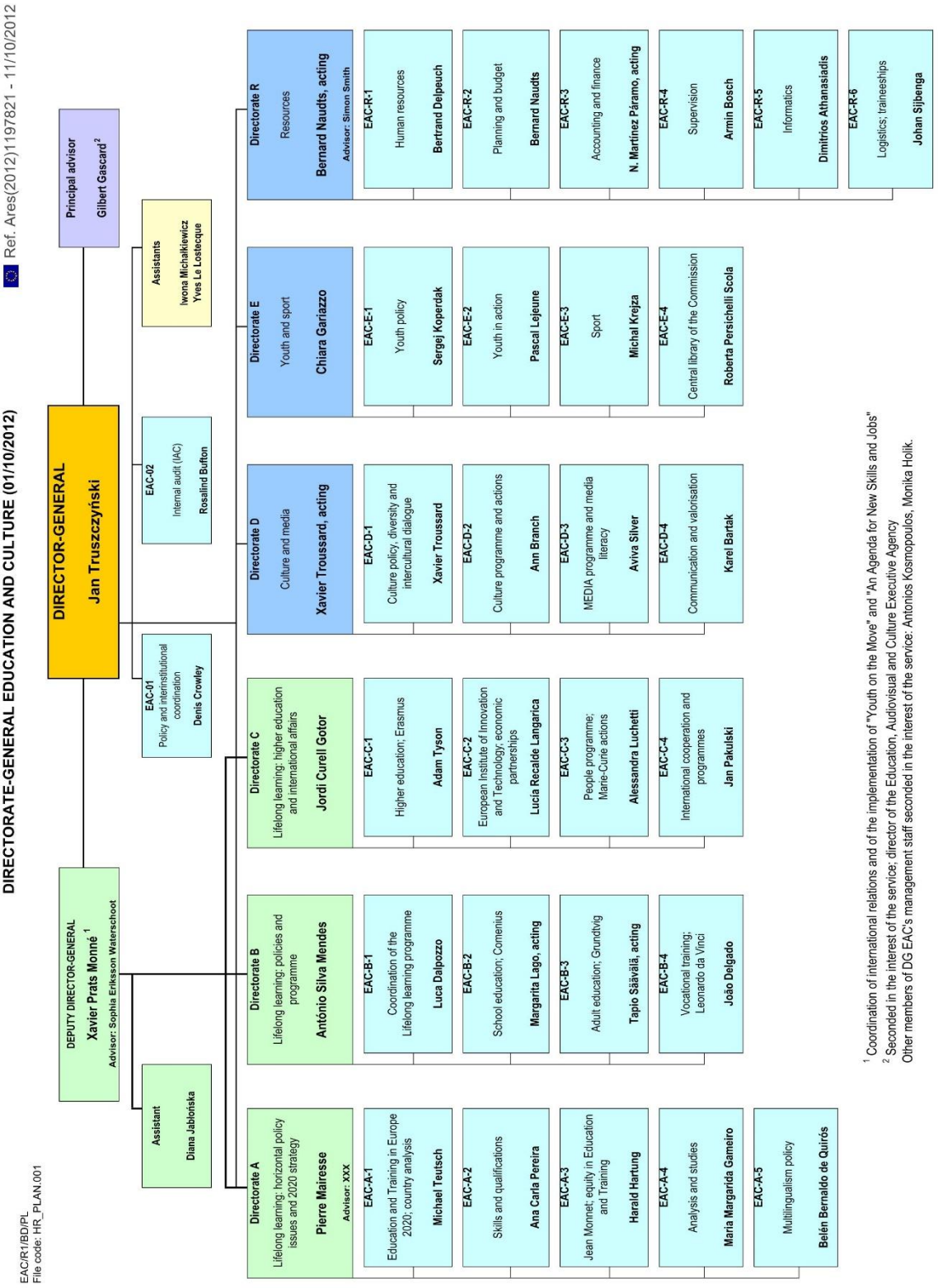
Ann Branch
EAC-D-3
MEDIA programme and media literacy
Aviva Silver
EAC-D-4
Communication and valorisation
Karel Bartak
Directorate E
Youth and sport
Pascal Lejeune, acting
EAC-E-1
Youth policy
Sergej Koperdak
EAC-E-2
Youth in action
Pascal Lejeune
EAC-E-3
Sport
Michal Krejza
EAC-E-4
Central library of the Commission
Roberta Persichelli Scola
Directorate R
Resources
Bernard Naudts, acting
Advisor: Simon Smith
EAC-R-1
Human resources
Bertrand Delpeuch
EAC-R-2
Planning and budget
Bernard Naudts
EAC-R-3
Accounting and finance
Bruno Kroeller
EAC-R-4
Supervision
Armin Bosch
EAC-R-5
Informatics
Dimitrios Athanasiadis
EAC-R-6
Logistics; traineeships
Johan Sijbenga
[1] Coordination of international relations and of the implementation of "Youth on the Move" and "An Agenda for New Skills and Jobs"
[2] Seconded in the interest of the service; director of the Education, Audiovisual and Culture Executive Agency
Other members of DG EAC's management staff seconded in the interest of the service: Antonios Kosmopoulos, Monika Holik.


DIRECTORATE-GENERAL EDUCATION AND CULTURE (01/10/2012)
Ref. Ares(2012)1197821 - 11/10/2012
EAC/R1/BD/PL
File code: HR_PLAN.001
DIRECTOR-GENERAL
Jan Truszczyński
Principal advisor
Gilbert Gascard[2]
DEPUTY DIRECTOR-GENERAL
Xavier Prats Monné [1]
Advisor: Sophia Eriksson Waterschoot
Assistant
Diana Jablońska
Assistants
Iwona Michalkiewicz
Yves Le Lostecque
EAC-01
Policy and interinstitutional coordination
Denis Crowley
EAC-02
Internal audit (IAC)
Rosalind Bufton
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Advisor: XXX
EAC-A-1
Education and Training in Europe 2020; country analysis
Michael Teutsch
EAC-A-2
Skills and qualifications
Ana Carla Pereira
EAC-A-3
Jean Monnet; equity in Education and Training
Harald Hartung
EAC-A-4
Analysis and studies
Maria Margarida Gameiro
EAC-A-5
Multilingualism policy
Belén Bernaldo de Quirós
Directorate B
Lifelong learning: policies and programme
António Silva Mendes
EAC-B-1
Coordination of the Lifelong learning programme
Luca Dalpozzo
EAC-B-2
School education; Comenius
Margarita Lago, acting
EAC-B-3
Adult education; Grundtvig
Tapio Säävälä, acting
EAC-B-4
Vocational training; Leonardo da Vinci
João Delgado
Directorate C
Lifelong learning: higher education and international affairs
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EAC-C-1
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Adam Tyson
EAC-C-2
European Institute of Innovation and Technology; economic partnerships
Lucia Recalde Langarica
EAC-C-3
People programme; Marie-Curie actions
Alessandra Luchetti
EAC-C-4
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Directorate D
Culture and media
Xavier Troussard, acting
EAC-D-1
Culture policy, diversity and intercultural dialogue
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EAC-D-2
Culture programme and actions
Ann Branch
EAC-D-3
MEDIA programme and media literacy
Aviva Silver
EAC-D-4
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Pascal Lejeune
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Sport
Michal Krejza
EAC-E-4
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Directorate R
Resources
Bernard Naudts, acting
Advisor: Simon Smith
EAC-R-1
Human resources
Bertrand Delpeuch
EAC-R-2
Planning and budget
Bernard Naudts
EAC-R-3
Accounting and finance
N. Martinez Páramo, acting
EAC-R-4
Supervision
Armin Bosch
EAC-R-5
Informatics
Dimitrios Athanasiadis
EAC-R-6
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[1] Coordination of international relations and of the implementation of "Youth on the Move" and "An Agenda for New Skills and Jobs"
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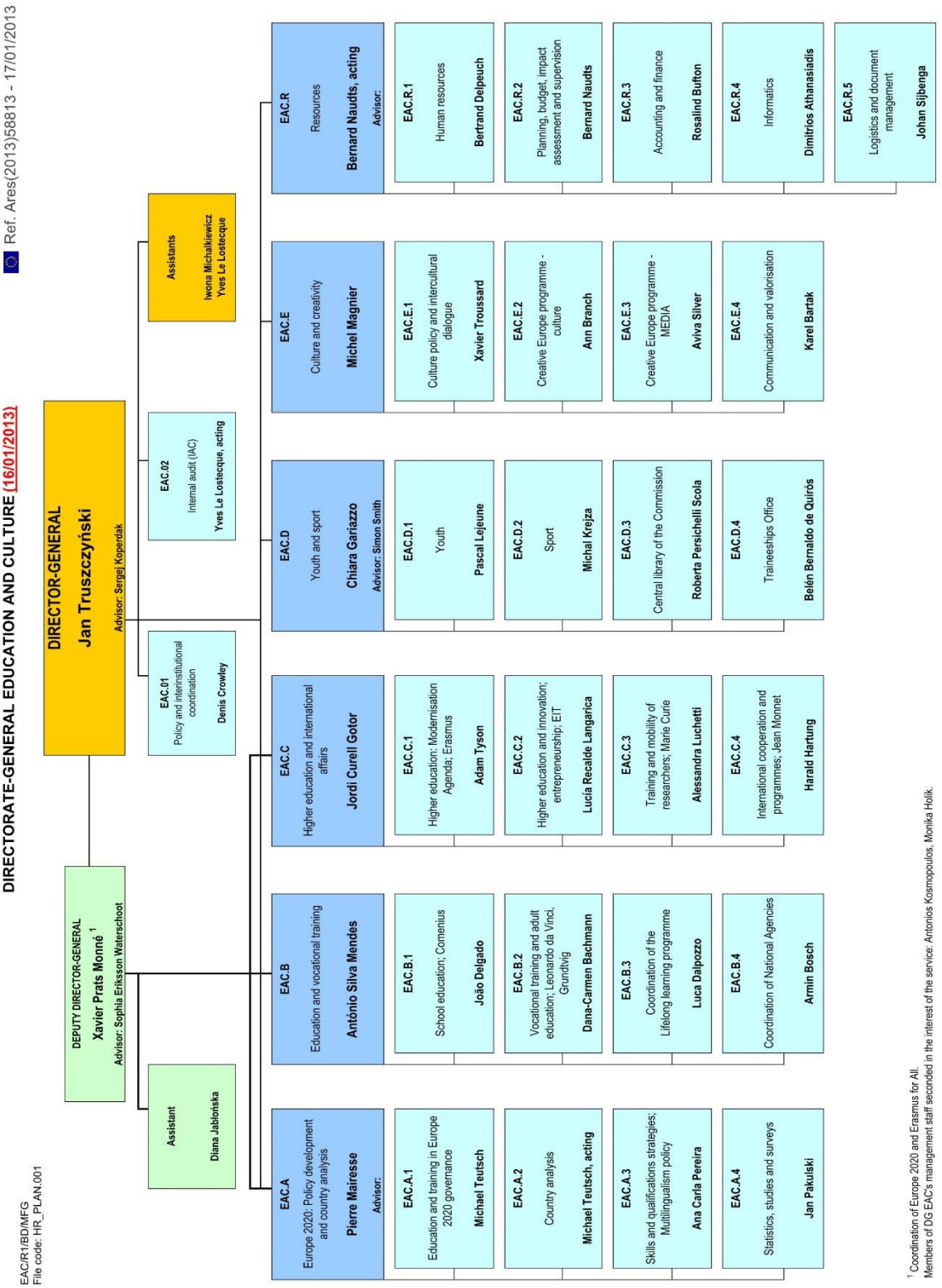
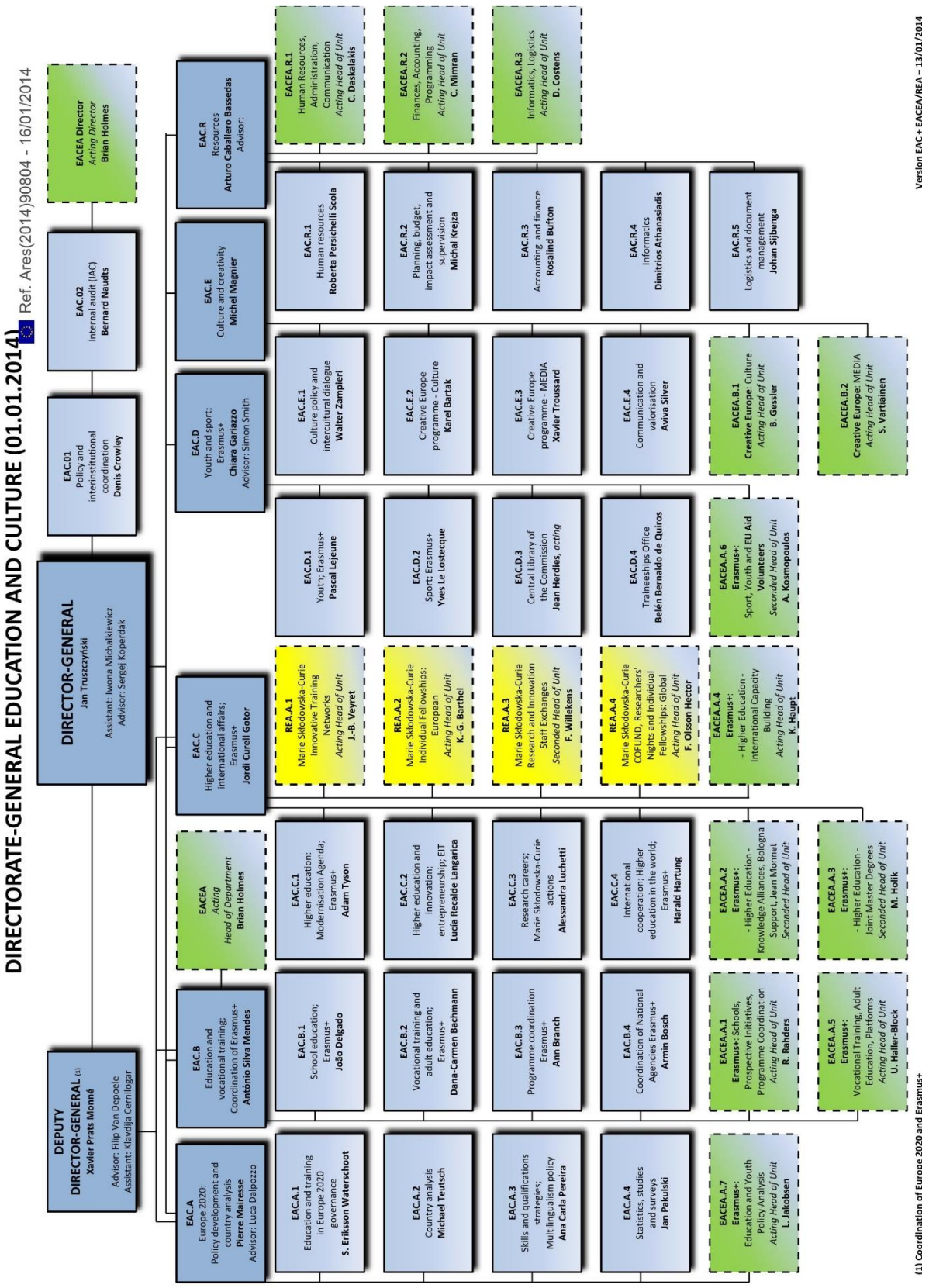


[1] Coordination of Europe 2020 and Erasmus for All.
Members of DG EAC's management staff seconded in the interest of the service: Antonios Kosmopoulos, Monika Holik.


DIRECTORATE-GENERAL EDUCATION AND CULTURE (01.01.2014)
Ref. Ares(2014)90804 - 16/01/2014
DIRECTOR-GENERAL
Jan Truszczyński
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Advisor: Filip Van Depoele
Assistant: Klavdija Cernilogar
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Acting Director
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Denis Crowley
EAC.02
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Bernard Naudts
EAC.A
Europe 2020: Policy development and country analysis
Pierre Mairesse
Advisor: Luca Dalpozzo
EAC.A.1
Education and training in Europe 2020 governance
S. Eriksson Waterschoot
EAC.A.2
Country analysis
Michael Teutsch
EAC.A.3
Skills and qualifications strategies; Multilingualism policy
Ana Carla Pereira
EAC.A.4
Statistics, studies and surveys
Jan Pakulski
EACEA.A.7
Erasmus+: Education and Youth Policy Analysis
Acting Head of Unit
L. Jakobsen
EAC.B
Education and vocational training; Coordination of Erasmus+
António Silva Mendes
EAC.B.1
School education; Erasmus+
João Delgado
EAC.B.2
Vocational training and adult education; Erasmus+
Dana-Carmen Bachmann
EAC.B.3
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Ann Branch
EAC.B.4
Coordination of National Agencies Erasmus+
Armin Bosch
EACEA.A.1
Erasmus+: Schools, Prospective Initiatives, Programme Coordination
Acting Head of Unit
R. Rahders
EACEA.A.5
Erasmus+: Vocational Training, Adult Education, Platforms
Acting Head of Unit
U. Haller-Block
EACEA
Acting
Head of Department
Brian Holmes
EAC.C
Higher education and international affairs; Erasmus+
Jordi Curell Gotor
EAC.C.1
Higher education: Modernisation Agenda; Erasmus+
Adam Tyson
EAC.C.2
Higher education and innovation; entrepreneurship; EIT
Lucía Recalde Langarica
EAC.C.3
Research careers; Marie Skłodowska-Curie actions
Alessandra Luchetti
EAC.C.4
International cooperation; Higher education in the world; Erasmus+
Harald Hartung
EACEA.A.2
Erasmus+: - Higher Education - Knowledge Alliances, Bologna Support, Jean Monnet
Seconded Head of Unit
EACEA.A.3
Erasmus+: - Higher Education - Joint Master Degrees
Seconded Head of Unit
M. Holik
REA.A.1
Marie Skłodowska-Curie Innovative Training Networks
Acting Head of Unit
J.-B. Veyret
REA.A.2
Marie Skłodowska-Curie Individual Fellowships: European
Acting Head of Unit
K.-G. Barthel
REA.A.3
Marie Skłodowska-Curie Research and Innovation Staff Exchanges
Seconded Head of Unit
F. Willekens
REA.A.4
Marie Skłodowska-Curie COFUND, Researchers' Nights and Individual Fellowships: Global
Acting Head of Unit
F. Olsson Hector
EACEA.A.4
Erasmus+: - Higher Education - International Capacity Building
Acting Head of Unit
K. Haupt
EAC.D
Youth and sport; Erasmus+
Chiara Gariazzo
Advisor: Simon Smith
EAC.D.1
Youth; Erasmus+
Pascal Lejeune
EAC.D.2
Sport; Erasmus+
Yves Le Lostecque
EAC.D.3
Central Library of the Commission
Jean Herdies, acting
EAC.D.4
Traineeships Office
Belén Bernaldo de Quirós
EACEA.A.6
Erasmus+: Sport, Youth and EU Aid Volunteers
Seconded Head of Unit
A. Kosmopoulos
EAC.E
Culture and creativity
Michel Magnier
EAC.E.1
Culture policy and intercultural dialogue
Walter Zampieri
EAC.E.2
Creative Europe programme - Culture
Karel Bartak
EAC.E.3
Creative Europe programme - MEDIA
Xavier Troussard
EAC.E.4
Communication and valorisation
Aviva Silver
EACEA.B.1
Creative Europe: Culture
Acting Head of Unit
B. Gessler
EACEA.B.2
Creative Europe: MEDIA
Acting Head of Unit
S. Vartiainen
EAC.R
Resources
Arturo Caballero Bassedas
Advisor:
EAC.R.1
Human resources
Roberta Persichelli Scola
EAC.R.2
Planning, budget, impact assessment and supervision
Michal Krejza
EAC.R.3
Accounting and finance
Rosalind Bufton
EAC.R.4
Informatics
Dimitrios Athanasiadis
EAC.R.5
Logistics and document management
Johan Sijbenga
EACEA.R.1
Human Resources, Administration, Communication
Acting Head of Unit
C. Daskalakis
EACEA.R.2
Finances, Accounting, Programming
Acting Head of Unit
C. Mimran
EACEA.R.3
Informatics, Logistics
Acting Head of Unit
D. Costens
(1) Coordination of Europe 2020 and Erasmus+
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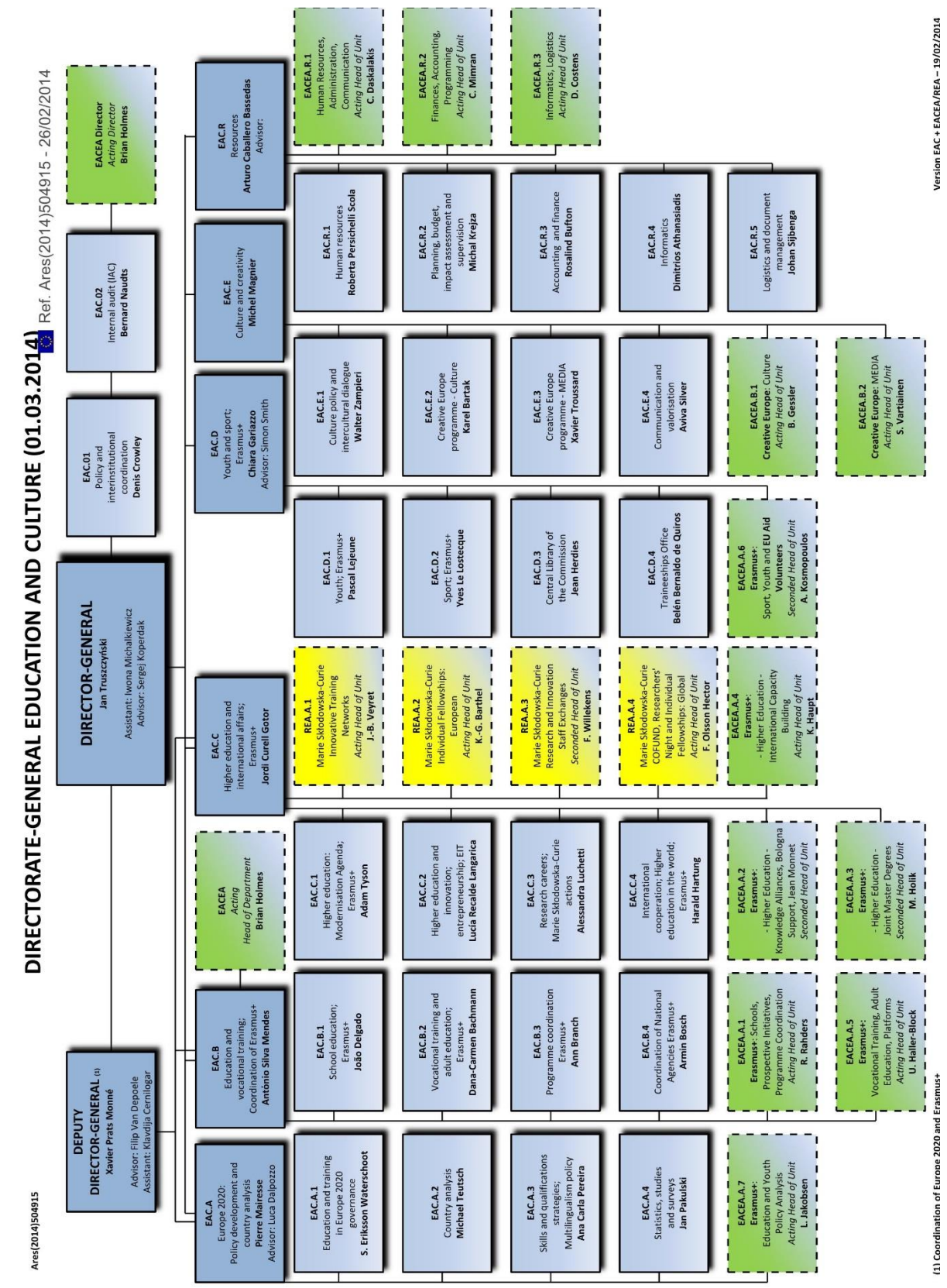
DIRECTORATE-GENERAL EDUCATION AND CULTURE (01.03.2014)
Ref. Ares(2014)504915 - 26/02/2014
Ares(2014)504915
DIRECTOR-GENERAL
Jan Truszczyński
Assistant: Iwona Michalkiewicz
Advisor: Sergej Koperdak
DEPUTY DIRECTOR-GENERAL (1)
Xavier Prats Monné
Advisor: Filip Van Depoele
Assistant: Klavdija Cernilogar
EACEA Director
Acting Director
Brian Holmes
EAC.01
Policy and interinstitutional coordination
Denis Crowley
EAC.02
Internal audit (IAC)
Bernard Naudts
EAC.A
Europe 2020: Policy development and country analysis
Pierre Mairesse
Advisor: Luca Dalpozzo
EAC.B
Education and vocational training; Coordination of Erasmus+
António Silva Mendes
EACEA
Acting
Head of Department
Brian Holmes
EAC.C
Higher education and international affairs; Erasmus+
Jordi Curell Gotor
EAC.D
Youth and sport; Erasmus+
Chiara Gariazzo
Advisor: Simon Smith
EAC.E
Culture and creativity
Michel Magnier
EAC.R
Resources
Arturo Caballero Bassedas
Advisor:
EAC.A.1
Education and training in Europe 2020 governance
S. Eriksson Waterschoot
EAC.A.2
Country analysis
Michael Teutsch
EAC.A.3
Skills and qualifications strategies; Multilingualism policy
Ana Carla Pereira
EAC.A.4
Statistics, studies and surveys
Jan Pakulski
EACEA.A.7
Erasmus+: Education and Youth Policy Analysis
Acting Head of Unit
L. Jakobsen
EAC.B.1
School education; Erasmus+
João Delgado
EAC.B.2
Vocational training and adult education; Erasmus+
Dana-Carmen Bachmann
EAC.B.3
Programme coordination Erasmus+
Ann Branch
EAC.B.4
Coordination of National Agencies Erasmus+
Armin Bosch
EACEA.A.1
Erasmus+: Schools, Prospective Initiatives, Programme Coordination
Acting Head of Unit
R. Rahders
EACEA.A.5
Erasmus+: Vocational Training, Adult Education, Platforms
Acting Head of Unit
U. Haller-Block
EAC.C.1
Higher education: Modernisation Agenda; Erasmus+
Adam Tyson
EAC.C.2
Higher education and innovation; entrepreneurship; EIT
Lucia Recalde Langarica
EAC.C.3
Research careers; Marie Sklodowska-Curie actions
Alessandra Luchetti
EAC.C.4
International cooperation; Higher education in the world; Erasmus+
Harald Hartung
EACEA.A.2
Erasmus+: - Higher Education - Knowledge Alliances, Bologna Support, Jean Monnet
Seconded Head of Unit
EACEA.A.3
Erasmus+: - Higher Education - Joint Master Degrees
Seconded Head of Unit
M. Holik
REA.A.1
Marie Sklodowska-Curie Innovative Training Networks
Acting Head of Unit
J.-B. Veyret
REA.A.2
Marie Sklodowska-Curie Individual Fellowships: European
Acting Head of Unit
K.-G. Barthel
REA.A.3
Marie Sklodowska-Curie Research and Innovation Staff Exchanges
Seconded Head of Unit
F. Willekens
REA.A.4
Marie Sklodowska-Curie COFUND, Researchers' Night and Individual Fellowships: Global
Acting Head of Unit
F. Olsson Hector
EACEA.A.4
Erasmus+: - Higher Education - International Capacity Building
Acting Head of Unit
K. Haupt
EAC.D.1
Youth; Erasmus+
Pascal Lejeune
EAC.D.2
Sport; Erasmus+
Yves Le Lostecque
EAC.D.3
Central Library of the Commission
Jean Herdies
EAC.D.4
Traineeships Office
Belén Bernaldo de Quiros
EACEA.A.6
Erasmus+: Sport, Youth and EU Aid Volunteers
Seconded Head of Unit
A. Kosmopoulos
EAC.E.1
Culture policy and intercultural dialogue
Walter Zampieri
EAC.E.2
Creative Europe programme - Culture
Karel Bartak
EAC.E.3
Creative Europe programme - MEDIA
Xavier Troussard
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Communication and valorisation
Aviva Silver
EACEA.B.1
Creative Europe: Culture
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EACEA.B.2
Creative Europe: MEDIA
Acting Head of Unit
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Human Resources, Administration, Communication
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EACEA.R.2
Finances, Accounting, Programming
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Informatics, Logistics
Acting Head of Unit
D. Costens
(1) Coordination of Europe 2020 and Erasmus+
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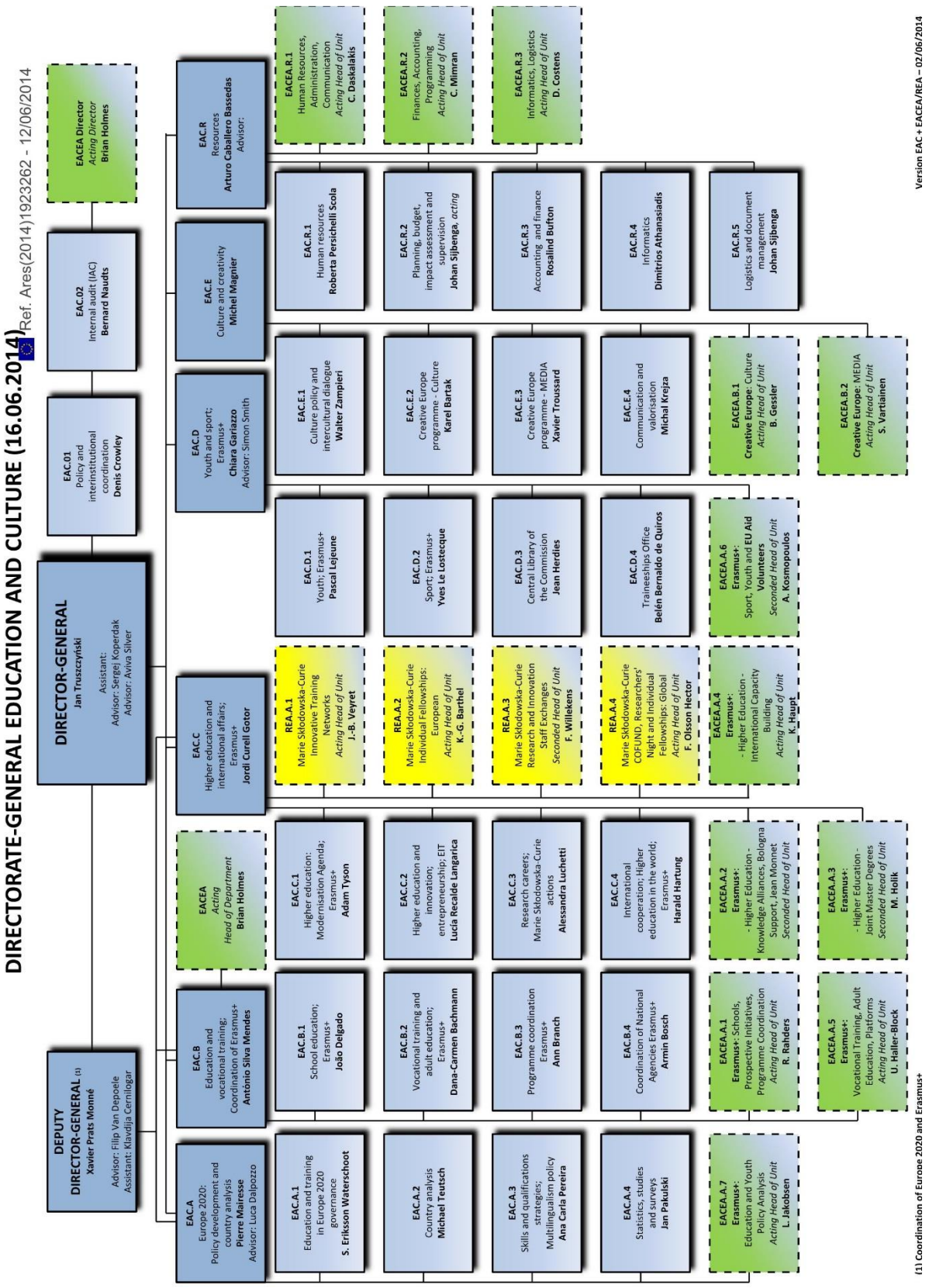
DIRECTORATE-GENERAL EDUCATION AND CULTURE (16.06.2014)
Ref. Ares(2014)1923262 - 12/06/2014
DIRECTOR-GENERAL
Jan Truszczyński
Assistant:
Advisor: Sergei Koperdak
Advisor: Aviva Silver
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Xavier Prats Monné
Advisor: Filip Van Depoele
Assistant: Klavdija Cernilogar
EACEA Director
Acting Director
Brian Holmes
EAC.01 Policy and interinstitutional coordination
Denis Crowley
EAC.02 Internal audit (IAC)
Bernard Naudts
EAC.A Europe 2020: Policy development and country analysis
Pierre Mairesse
Advisor: Luca Dalpozzo
EAC.B Education and vocational training; Coordination of Erasmus+
António Silva Mendes
EACEA Acting Head of Department
Brian Holmes
EAC.C Higher education and international affairs; Erasmus+
Jordi Curell Gotor
EAC.D Youth and sport; Erasmus+
Chiara Gariazzo
Advisor: Simon Smith
EAC.E Culture and creativity
Michel Magnier
EAC.R Resources
Arturo Caballero Bassedas
Advisor:
EAC.A.1 Education and training in Europe 2020 governance
S. Eriksson Waterschoot
EAC.A.2 Country analysis
Michael Teutsch
EAC.A.3 Skills and qualifications strategies; Multilingualism policy
Ana Carla Pereira
EAC.A.4 Statistics, studies and surveys
Jan Pakulski
EACEA.A.7 Erasmus+: Education and Youth Policy Analysis
Acting Head of Unit
L. Jakobsen
EAC.B.1 School education; Erasmus+
João Delgado
EAC.B.2 Vocational training and adult education; Erasmus+
Dana-Carmen Bachmann
EAC.B.3 Programme coordination Erasmus+
Ann Branch
EAC.B.4 Coordination of National Agencies Erasmus+
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EACEA.A.1 Erasmus+: Schools, Prospective Initiatives, Programme Coordination
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Acting Head of Unit
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EAC.C.1 Higher education: Modernisation Agenda; Erasmus+
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Lucia Recalde Langarica
EAC.C.3 Research careers; Marie Sklodowska-Curie actions
Alessandra Luchetti
EAC.C.4 International cooperation; Higher education in the world; Erasmus+
Harald Hartung
EACEA.A.2 Erasmus+: - Higher Education - Knowledge Alliances, Bologna Support, Jean Monnet
Seconded Head of Unit
EACEA.A.3 Erasmus+: - Higher Education - Joint Master Degrees
Seconded Head of Unit
M. Holik
REA.A.1 Marie Sklodowska-Curie Innovative Training Networks
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K.-G. Barthel
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Seconded Head of Unit
F. Willekens
REA.A.4 Marie Sklodowska-Curie COFUND, Researchers' Night and Individual Fellowships: Global
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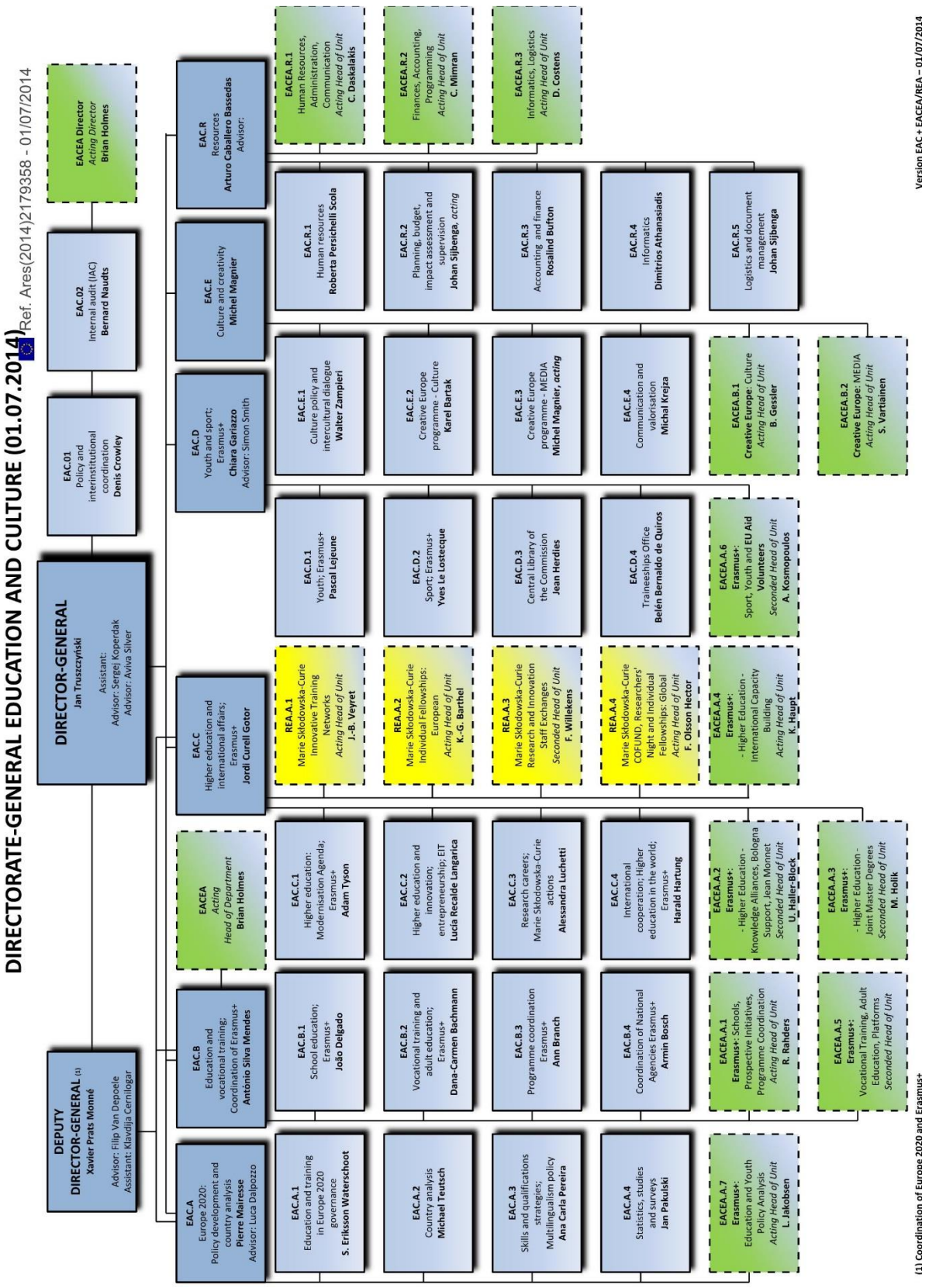
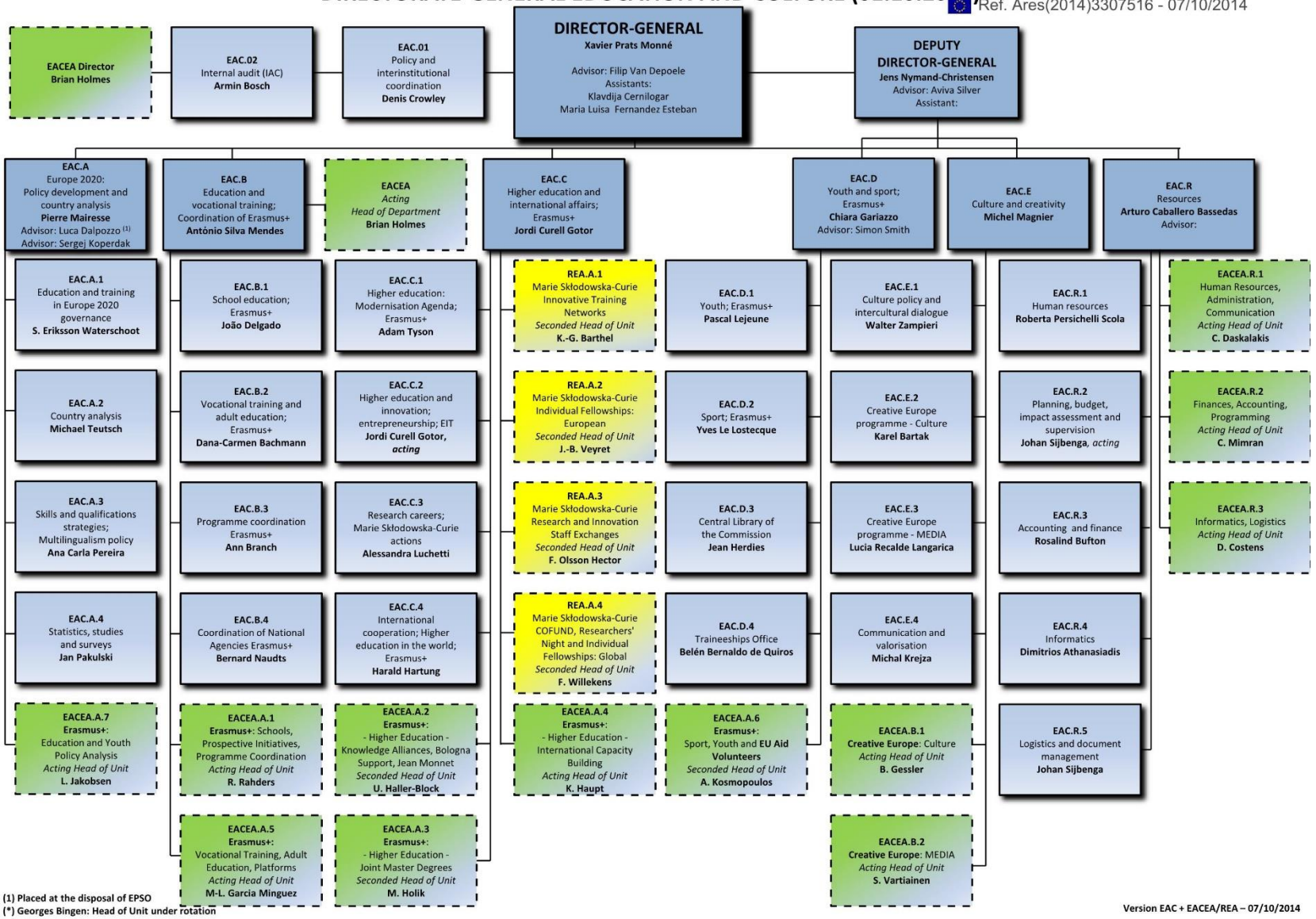
F. Olsson Hector
EACEA.A.4 Erasmus+: - Higher Education - International Capacity Building
Acting Head of Unit
K. Haupt
EAC.D.1 Youth; Erasmus+
Pascal Lejeune
EAC.D.2 Sport; Erasmus+
Yves Le Lostecque
EAC.D.3 Central Library of the Commission
Jean Herdies
EAC.D.4 Traineeships Office
Belén Bernaldo de Quiros
EACEA.A.6 Erasmus+: Sport, Youth and EU Aid Volunteers
Seconded Head of Unit
A. Kosmopoulos
EAC.E.1 Culture policy and intercultural dialogue
Walter Zampieri
EAC.E.2 Creative Europe programme - Culture
Karel Bartak
EAC.E.3 Creative Europe programme - MEDIA
Xavier Troussard
EAC.E.4 Communication and valorisation
Michal Krejza
EACEA.B.1 Creative Europe: Culture
Acting Head of Unit
B. Gessler
EACEA.B.2 Creative Europe: MEDIA
Acting Head of Unit
S. Vartiainen
EAC.R.1 Human resources
Roberta Persichelli Scola
EAC.R.2 Planning, budget, impact assessment and supervision
Johan Sijbenga, acting
EAC.R.3 Accounting and finance
Rosalind Bufton
EAC.R.4 Informatics
Dimitrios Athanasiadis
EAC.R.5 Logistics and document management
Johan Sijbenga
EACEA.R.1 Human Resources, Administration, Communication
Acting Head of Unit
C. Daskalakis
EACEA.R.2 Finances, Accounting, Programming
Acting Head of Unit
C. Mimran
EACEA.R.3 Informatics, Logistics
Acting Head of Unit
D. Costens
(1) Coordination of Europe 2020 and Erasmus+
Version EAC + EACEA/REA – 02/06/2014


DIRECTORATE-GENERAL EDUCATION AND CULTURE (01.07.2014)
Ref. Ares(2014)2179358 - 01/07/2014
DIRECTOR-GENERAL
Jan Truszczyński
Assistant:
Advisor: Sergei Koperdak
Advisor: Aviva Silver
DEPUTY DIRECTOR-GENERAL (1)
Xavier Prats Monné
Advisor: Filip Van Depoele
Assistant: Klavdija Cernilogar
EACEA Director
Acting Director
Brian Holmes
EAC.01
Policy and interinstitutional coordination
Denis Crowley
EAC.02
Internal audit (IAC)
Bernard Naudts
EAC.R
Resources
Arturo Caballero Bassedas
Advisor:
EACEA.R.1
Human Resources, Administration, Communication
Acting Head of Unit
C. Daskalakis
EACEA.R.2
Finances, Accounting, Programming
Acting Head of Unit
C. Mimran
EACEA.R.3
Informatics, Logistics
Acting Head of Unit
D. Costens
EAC.A
Europe 2020: Policy development and country analysis
Pierre Mairesse
Advisor: Luca Dalpozzo
EAC.B
Education and vocational training; Coordination of Erasmus+
António Silva Mendes
EACEA
Acting
Head of Department
Brian Holmes
EAC.C
Higher education and international affairs; Erasmus+
Jordi Curell Gotor
EAC.D
Youth and sport; Erasmus+
Chiara Gariazzo
Advisor: Simon Smith
EAC.E
Culture and creativity
Michel Magnier
EAC.R.1
Human resources
Roberta Persichelli Scola
EAC.R.2
Planning, budget, impact assessment and supervision
Johan Sijbenga, acting
EAC.R.3
Accounting and finance
Rosalind Bufton
EAC.R.4
Informatics
Dimitrios Athanasiadis
EAC.R.5
Logistics and document management
Johan Sijbenga
EAC.A.1
Education and training in Europe 2020 governance
S. Eriksson Waterschoot
EAC.A.2
Country analysis
Michael Teutsch
EAC.A.3
Skills and qualifications strategies; Multilingualism policy
Ana Carla Pereira
EAC.A.4
Statistics, studies and surveys
Jan Pakulski
EACEA.A.7
Erasmus+: Education and Youth Policy Analysis
Acting Head of Unit
L. Jakobsen
EAC.B.1
School education; Erasmus+
João Delgado
EAC.B.2
Vocational training and adult education; Erasmus+
Dana-Carmen Bachmann
EAC.B.3
Programme coordination Erasmus+
Ann Branch
EAC.B.4
Coordination of National Agencies Erasmus+
Armin Bosch
EACEA.A.1
Erasmus+: Schools, Prospective Initiatives, Programme Coordination
Acting Head of Unit
R. Rahders
EACEA.A.5
Erasmus+: Vocational Training, Adult Education, Platforms
Seconded Head of Unit
EAC.C.1
Higher education: Modernisation Agenda; Erasmus+
Adam Tyson
EAC.C.2
Higher education and innovation; entrepreneurship; EIT
Lucia Recalde Langarica
EAC.C.3
Research careers; Marie Sklodowska-Curie actions
Alessandra Luchetti
EAC.C.4
International cooperation; Higher education in the world; Erasmus+
Harald Hartung
EACEA.A.2
Erasmus+:
- Higher Education - Knowledge Alliances, Bologna Support, Jean Monnet
Seconded Head of Unit
U. Haller-Block
EACEA.A.3
Erasmus+:
- Higher Education - Joint Master Degrees
Seconded Head of Unit
M. Holik
REA.A.1
Marie Skłodowska-Curie Innovative Training Networks
Acting Head of Unit
J.-B. Veyret
REA.A.2
Marie Skłodowska-Curie Individual Fellowships: European
Acting Head of Unit
K.-G. Barthel
REA.A.3
Marie Skłodowska-Curie Research and Innovation Staff Exchanges
Seconded Head of Unit
F. Willekens
REA.A.4
Marie Skłodowska-Curie COFUND, Researchers' Night and Individual Fellowships: Global
Acting Head of Unit
F. Olsson Hector
EACEA.A.4
Erasmus+:
- Higher Education - International Capacity Building
Acting Head of Unit
K. Haupt
EAC.D.1
Youth; Erasmus+
Pascal Lejeune
EAC.D.2
Sport; Erasmus+
Yves Le Lostecque
EAC.D.3
Central Library of the Commission
Jean Herdies
EAC.D.4
Traineeships Office
Belén Bernaldo de Quiros
EACEA.A.6
Erasmus+:
Sport, Youth and EU Aid Volunteers
Seconded Head of Unit
A. Kosmopoulos
EAC.E.1
Culture policy and intercultural dialogue
Walter Zampieri
EAC.E.2
Creative Europe programme - Culture
Karel Bartak
EAC.E.3
Creative Europe programme - MEDIA
Michel Magnier, acting
EAC.E.4
Communication and valorisation
Michal Krejza
EACEA.B.1
Creative Europe: Culture
Acting Head of Unit
B. Gessler
EACEA.B.2
Creative Europe: MEDIA
Acting Head of Unit
S. Vartiainen
(1) Coordination of Europe 2020 and Erasmus+
Version EAC + EACEA/REA – 01/07/2014

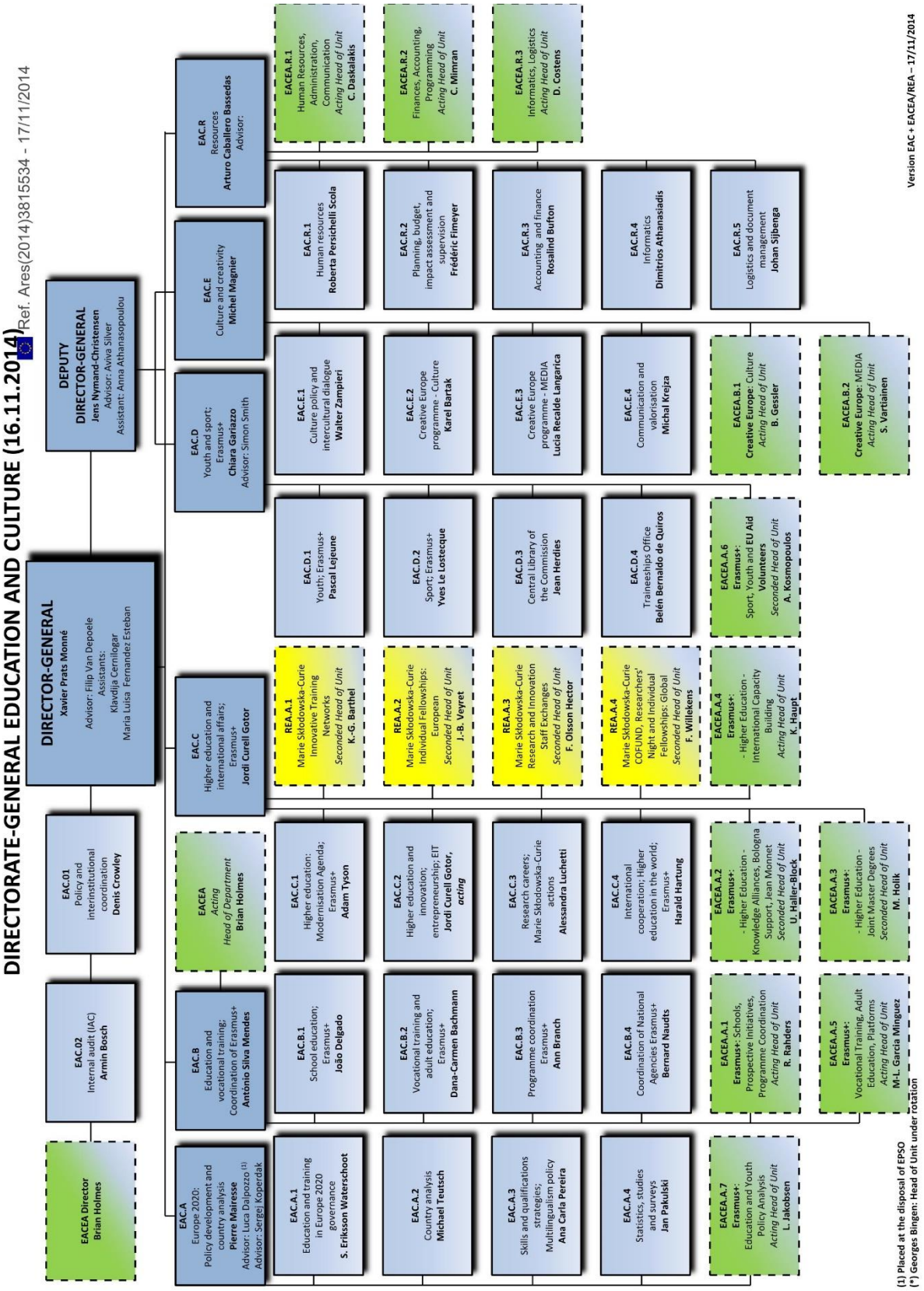
DIRECTORATE-GENERAL EDUCATION AND CULTURE (01.10.2014)

Ref. Ares(2014)3307516 - 07/10/2014



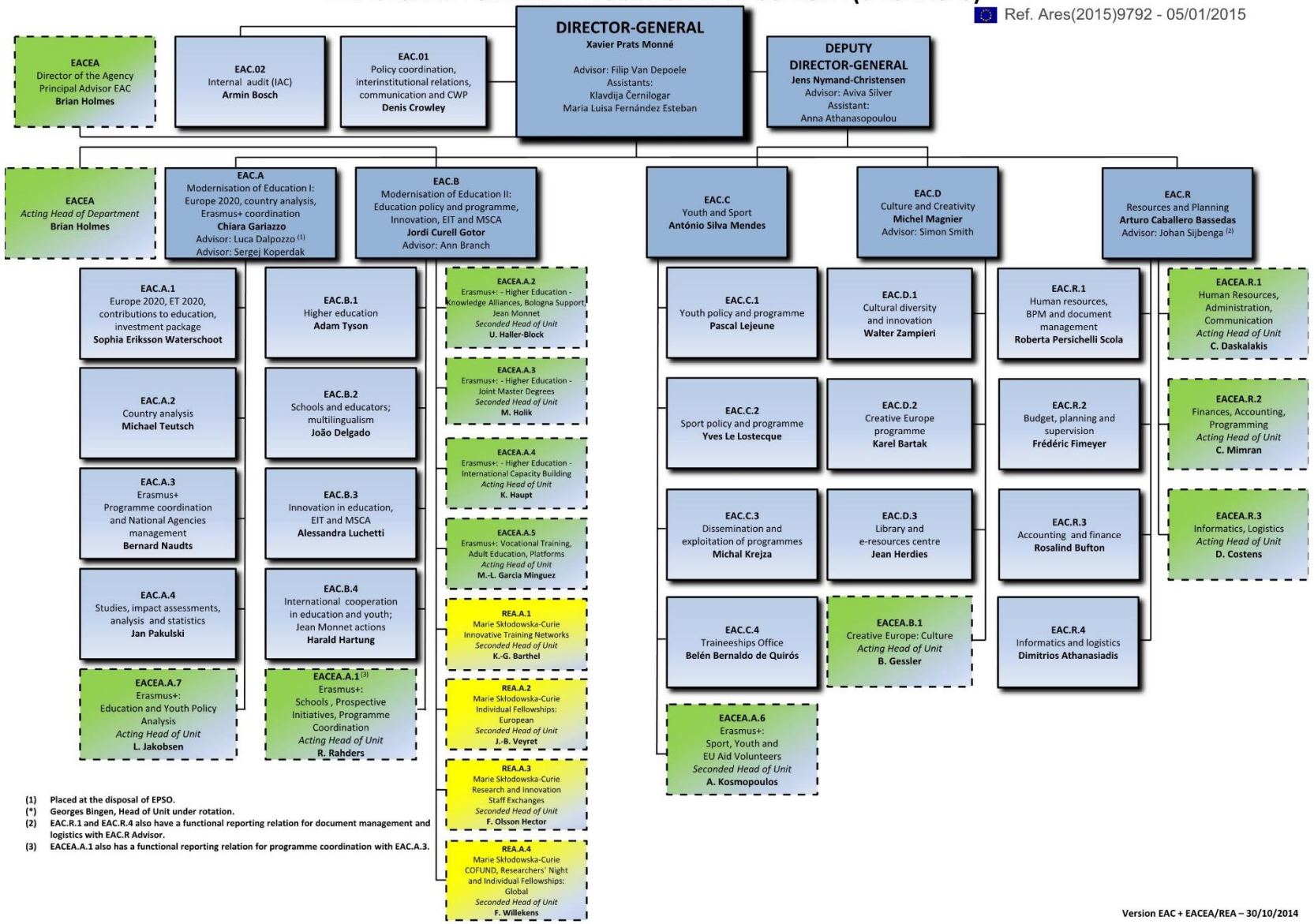
(1) Placed at the disposal of EPSO
(*) Georges Bingen: Head of Unit under rotation

Version EAC + EACEA/REA – 07/10/2014


DIRECTORATE-GENERAL EDUCATION AND CULTURE (16.11.2014)
Ref. Ares(2014)3815534 - 17/11/2014
DIRECTOR-GENERAL
Xavier Prats Monné
Advisor: Filip Van Depoele
Assistants:
Klavdija Cernilogar
Maria Luisa Fernandez Esteban
DEPUTY DIRECTOR-GENERAL
Jens Nymand-Christensen
Advisor: Aviva Silver
Assistant: Anna Athanasopoulou
EACEA Director
Brian Holmes
EAC.01
Policy and interinstitutional coordination
Denis Crowley
EAC.02
Internal audit (IAC)
Armin Bosch
EACEA
Acting
Head of Department
Brian Holmes
EAC.A
Europe 2020: Policy development and country analysis
Pierre Mairesse
Advisor: Luca Dalpozzo (1)
Advisor: Sergej Koperdak
EAC.A.1
Education and training in Europe 2020 governance
S. Eriksson Waterschoot
EAC.A.2
Country analysis
Michael Teutsch
EAC.A.3
Skills and qualifications strategies; Multilingualism policy
Ana Carla Pereira
EAC.A.4
Statistics, studies and surveys
Jan Pakulski
EACEA.A.7
Erasmus+:
Education and Youth Policy Analysis
Acting Head of Unit
L. Jakobsen
EAC.B
Education and vocational training; Coordination of Erasmus+
António Silva Mendes
EAC.B.1
School education; Erasmus+
João Delgado
EAC.B.2
Vocational training and adult education; Erasmus+
Dana-Carmen Bachmann
EAC.B.3
Programme coordination Erasmus+
Ann Branch
EAC.B.4
Coordination of National Agencies Erasmus+
Bernard Naudts
EACEA.A.1
Erasmus+: Schools, Prospective Initiatives, Programme Coordination
Acting Head of Unit
R. Rahders
EACEA.A.5
Erasmus+:
Vocational Training, Adult Education, Platforms
Acting Head of Unit
M-L. García Mínguez
EAC.C
Higher education and international affairs; Erasmus+
Jordi Curell Gotor
EAC.C.1
Higher education: Modernisation Agenda; Erasmus+
Adam Tyson
EAC.C.2
Higher education and innovation; entrepreneurship; EIT
Jordi Curell Gotor, acting
EAC.C.3
Research careers; Marie Sklodowska-Curie actions
Alessandra Luchetti
EAC.C.4
International cooperation; Higher education in the world; Erasmus+
Harald Hartung
EACEA.A.2
Erasmus+:
- Higher Education - Knowledge Alliances, Bologna Support, Jean Monnet
Seconded Head of Unit
U. Haller-Block
EACEA.A.3
Erasmus+:
- Higher Education - Joint Master Degrees
Seconded Head of Unit
M. Holik
REA.A.1
Marie Sklodowska-Curie Innovative Training Networks
Seconded Head of Unit
K.-G. Barthel
REA.A.2
Marie Sklodowska-Curie Individual Fellowships: European
Seconded Head of Unit
J.-B. Veyret
REA.A.3
Marie Sklodowska-Curie Research and Innovation Staff Exchanges
Seconded Head of Unit
F. Olsson Hector
REA.A.4
Marie Sklodowska-Curie COFUND, Researchers' Night and Individual Fellowships: Global
Seconded Head of Unit
F. Willekens
EACEA.A.4
Erasmus+:
- Higher Education - International Capacity Building
Acting Head of Unit
K. Haupt
EAC.D
Youth and sport; Erasmus+
Chiara Gariazzo
Advisor: Simon Smith
EAC.D.1
Youth; Erasmus+
Pascal Lejeune
EAC.D.2
Sport; Erasmus+
Yves Le Lostecque
EAC.D.3
Central Library of the Commission
Jean Herdies
EAC.D.4
Traineeships Office
Belén Bernaldo de Quiros
EACEA.A.6
Erasmus+:
Sport, Youth and EU Aid Volunteers
Seconded Head of Unit
A. Kosmopoulos
EAC.E
Culture and creativity
Michel Magnier
EAC.E.1
Culture policy and intercultural dialogue
Walter Zampieri
EAC.E.2
Creative Europe programme - Culture
Karel Bartak
EAC.E.3
Creative Europe programme - MEDIA
Lucia Recalde Langarica
EAC.E.4
Communication and valorisation
Michal Krejza
EACEA.B.1
Creative Europe: Culture
Acting Head of Unit
B. Gessler
EACEA.B.2
Creative Europe: MEDIA
Acting Head of Unit
S. Vartiainen
EAC.R
Resources
Arturo Caballero Bassedas
Advisor:
EAC.R.1
Human resources
Roberta Persichelli Scola
EAC.R.2
Planning, budget, impact assessment and supervision
Frédéric Fimeyer
EAC.R.3
Accounting and finance
Rosalind Bufton
EAC.R.4
Informatics
Dimitrios Athanasiadis
EAC.R.5
Logistics and document management
Johan Sijbenga
EACEA.R.1
Human Resources, Administration, Communication
Acting Head of Unit
C. Daskalakis
EACEA.R.2
Finances, Accounting, Programming
Acting Head of Unit
C. Mimran
EACEA.R.3
Informatics, Logistics
Acting Head of Unit
D. Costens
(1) Placed at the disposal of EPSO
(*) Georges Bingen: Head of Unit under rotation
Version EAC + EACEA/REA – 17/11/2014

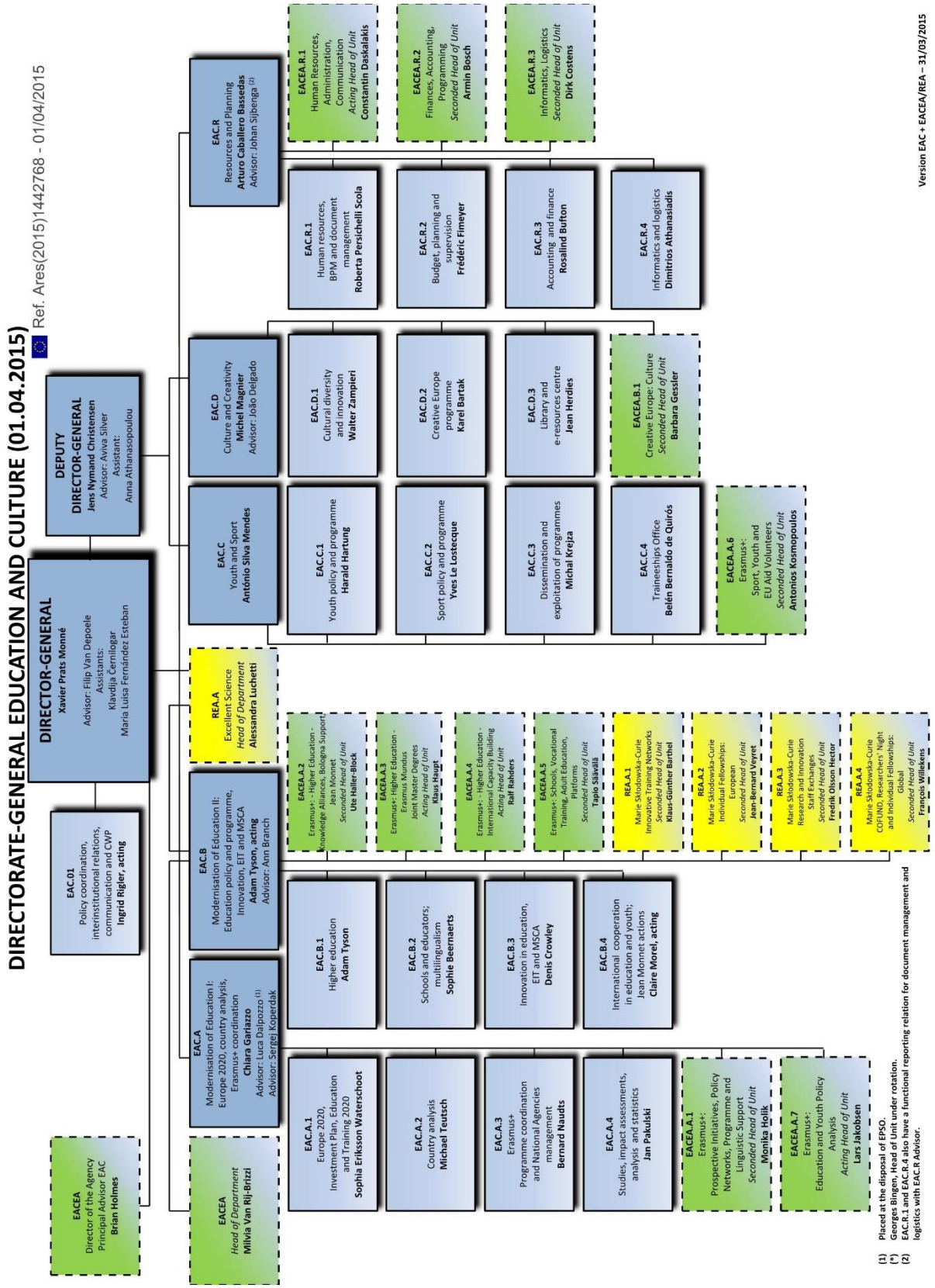
DIRECTORATE-GENERAL EDUCATION AND CULTURE (01.01.2015)

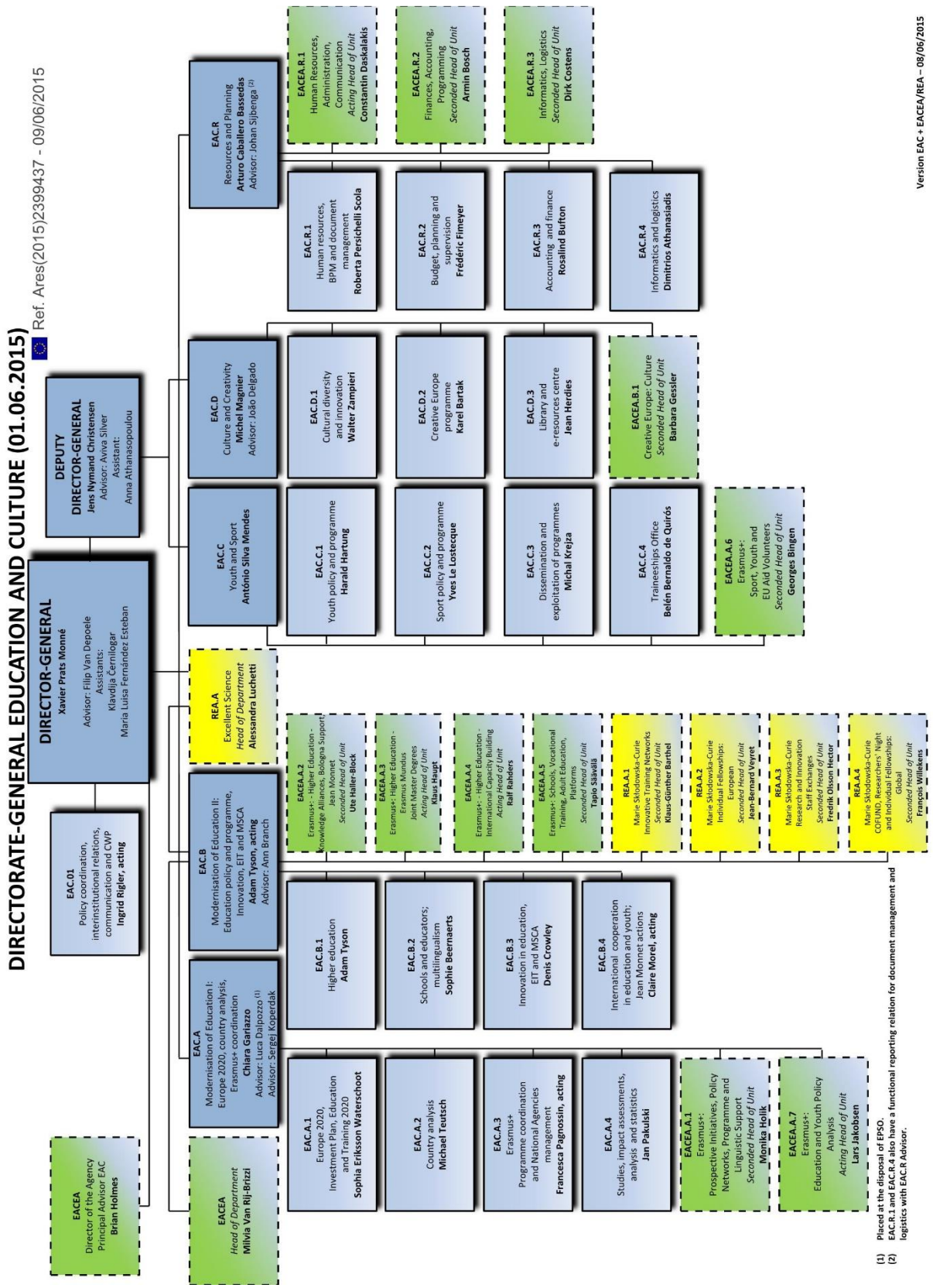
Ref. Ares(2015)9792 - 05/01/2015

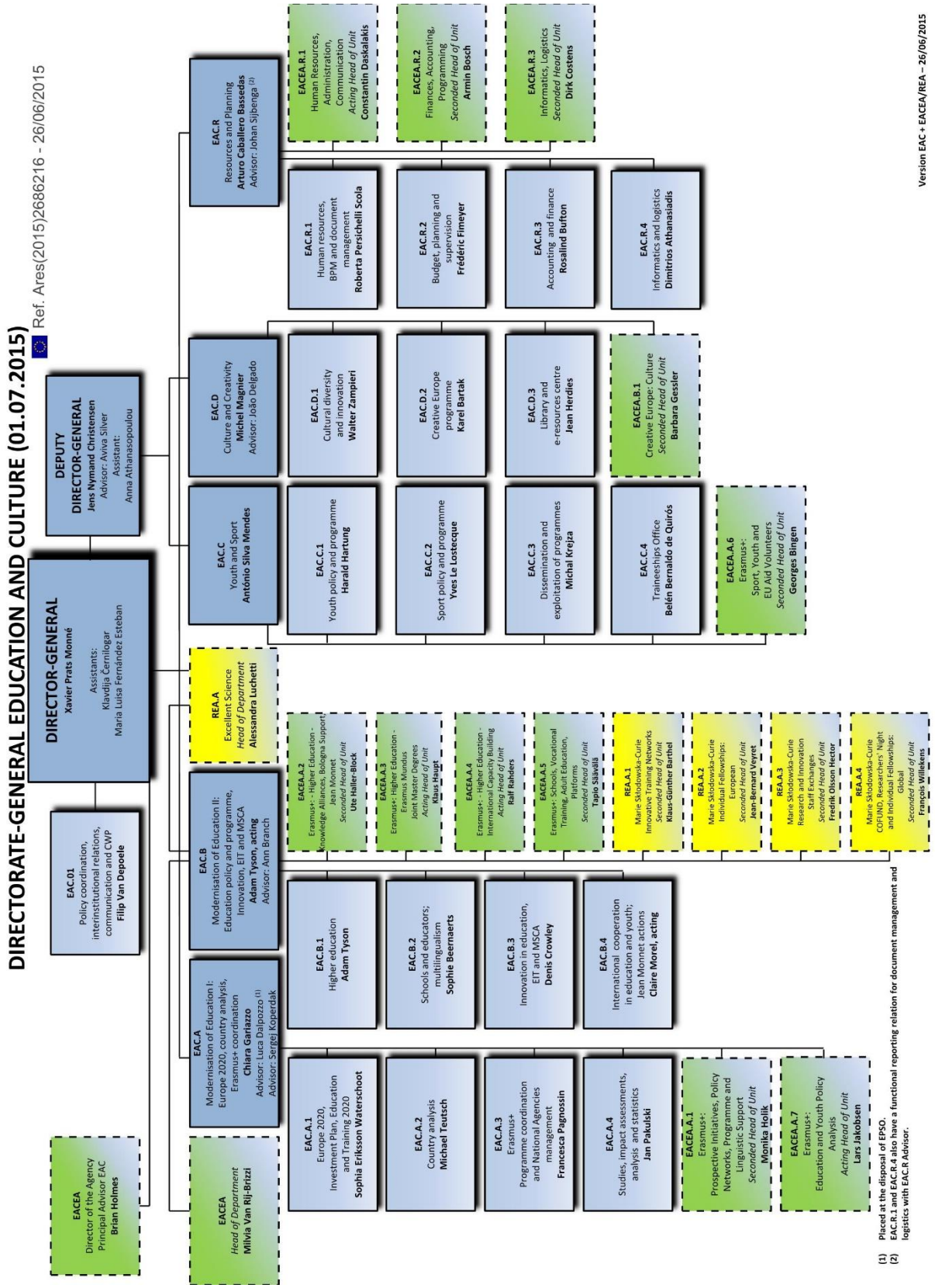


(1) Placed at the disposal of EPSO.
(*) Georges Bingen, Head of Unit under rotation.
(2) EAC.R.1 and EAC.R.4 also have a functional reporting relation for document management and logistics with EAC.R Advisor.
(3) EACEA.A.1 also has a functional reporting relation for programme coordination with EAC.A.3.

Version EAC + EACEA/REA – 30/10/2014


DIRECTORATE-GENERAL EDUCATION AND CULTURE (01.04.2015)
Ref. Ares(2015)1442768 - 01/04/2015
DIRECTOR-GENERAL
Xavier Prats Monné
Advisor: Filip Van Depoele
Assistants:
Klavdija Cernilogar
Maria Luisa Fernández Esteban
DEPUTY DIRECTOR-GENERAL
Jens Nymand Christensen
Advisor: Aviva Silver
Assistant:
Anna Athanasopoulou
EAC.01
Policy coordination, interinstitutional relations, communication and CWP
Ingrid Rigler, acting
EACEA
Director of the Agency
Principal Advisor EAC
Brian Holmes
EACEA
Head of Department
Milvia Van Rij-Brizzi
EAC.A
Modernisation of Education I: Europe 2020, country analysis, Erasmus+ coordination
Chiara Gariazzo
Advisor: Luca Dalpozzo (1)
Advisor: Sergej Koperdak
EAC.B
Modernisation of Education II: Education policy and programme, Innovation, EIT and MSCA
Adam Tyson, acting
Advisor: Ann Branch
REA.A
Excellent Science
Head of Department
Alessandra Luchetti
EAC.C
Youth and Sport
António Silva Mendes
EAC.D
Culture and Creativity
Michel Magnier
Advisor: João Delgado
EAC.R
Resources and Planning
Arturo Caballero Bassedas
Advisor: Johan Sijbenga (2)
EAC.A.1
Europe 2020, Investment Plan, Education and Training 2020
Sophia Eriksson Waterschoot
EAC.A.2
Country analysis
Michael Teutsch
EAC.A.3
Erasmus+
Programme coordination and National Agencies management
Bernard Naudts
EAC.A.4
Studies, impact assessments, analysis and statistics
Jan Pakulski
EACEA.A.1
Erasmus+:
Prospective Initiatives, Policy Networks, Programme and Linguistic Support
Seconded Head of Unit
Monika Holik
EACEA.A.7
Erasmus+:
Education and Youth Policy Analysis
Acting Head of Unit
Lars Jakobsen
EAC.B.1
Higher education
Adam Tyson
EAC.B.2
Schools and educators; multilingualism
Sophie Beernaerts
EAC.B.3
Innovation in education, EIT and MSCA
Denis Crowley
EAC.B.4
International cooperation in education and youth; Jean Monnet actions
Claire Morel, acting
EACEA.A.2
Erasmus+: - Higher Education - Knowledge Alliances, Bologna Support; Jean Monnet
Seconded Head of Unit
Ute Haller-Block
EACEA.A.3
Erasmus+: Higher Education - Erasmus Mundus Joint Master Degrees
Acting Head of Unit
Klaus Haupt
EACEA.A.4
Erasmus+: - Higher Education - International Capacity Building
Acting Head of Unit
Ralf Rahders
EACEA.A.5
Erasmus+: Schools, Vocational Training, Adult Education, Platforms
Seconded Head of Unit
Tapio Säkkälä
REA.A.1
Marie Skłodowska-Curie Innovative Training Networks
Seconded Head of Unit
Klaus-Günther Barthel
REA.A.2
Marie Skłodowska-Curie Individual Fellowships: European
Seconded Head of Unit
Jean-Bernard Veyret
REA.A.3
Marie Skłodowska-Curie Research and Innovation Staff Exchanges
Seconded Head of Unit
Fredrik Olsson Hector
REA.A.4
Marie Skłodowska-Curie COFUND, Researchers Night and Individual Fellowships: Global
Seconded Head of Unit
François Willekens
EAC.C.1
Youth policy and programme
Harald Hartung
EAC.C.2
Sport policy and programme
Yves Le Lostecque
EAC.C.3
Dissemination and exploitation of programmes
Michal Krejza
EAC.C.4
Traineeships Office
Belén Bernaldo de Quirós
EACEA.A.6
Erasmus+:
Sport, Youth and EU Aid Volunteers
Seconded Head of Unit
Antonios Kosmopoulos
EAC.D.1
Cultural diversity and innovation
Walter Zampieri
EAC.D.2
Creative Europe programme
Karel Bartak
EAC.D.3
Library and e-resources centre
Jean Herdies
EACEA.B.1
Creative Europe: Culture
Seconded Head of Unit
Barbara Gessler
EAC.R.1
Human resources, BPM and document management
Roberta Persichelli Scola
EAC.R.2
Budget, planning and supervision
Frédéric Fimeyer
EAC.R.3
Accounting and finance
Rosalind Bufton
EAC.R.4
Informatics and logistics
Dimitrios Athanasiadis
EACEA.R.1
Human Resources, Administration, Communication
Acting Head of Unit
Constantin Daskalakis
EACEA.R.2
Finances, Accounting, Programming
Seconded Head of Unit
Armin Bosch
EACEA.R.3
Informatics, Logistics
Seconded Head of Unit
Dirk Costens
(1) Placed at the disposal of EPSO.
(*) Georges Bingen, Head of Unit under rotation.
(2) EAC.R.1 and EAC.R.4 also have a functional reporting relation for document management and logistics with EAC.R Advisor.
Version EAC + EACEA/REA – 31/03/2015


DIRECTORATE-GENERAL EDUCATION AND CULTURE (01.06.2015)
Ref. Ares(2015)2399437 - 09/06/2015
DIRECTOR-GENERAL
Xavier Prats Monné
Advisor: Filip Van Depoele
Assistants: Klavdija Cernilogar, Maria Luisa Fernández Esteban
DEPUTY DIRECTOR-GENERAL
Jens Nymand Christensen
Advisor: Aviva Silver
Assistant: Anna Athanasopoulou
EACEA
Director of the Agency
Principal Advisor EAC
Brian Holmes
EAC.01
Policy coordination, interinstitutional relations, communication and CWP
Ingrid Rigler, acting
EACEA
Head of Department
Milvia Van Rij-Brizzi
EAC.A
Modernisation of Education I: Europe 2020, country analysis, Erasmus+ coordination
Chiara Gariazzo
Advisor: Luca Dalpozzo (1)
Advisor: Sergej Koperdak
EAC.B
Modernisation of Education II: Education policy and programme, Innovation, EIT and MSCA
Adam Tyson, acting
Advisor: Ann Branch
REA.A
Excellent Science
Head of Department
Alessandra Luchetti
EAC.C
Youth and Sport
António Silva Mendes
EAC.D
Culture and Creativity
Michel Magnier
Advisor: João Delgado
EAC.R
Resources and Planning
Arturo Caballero Basseda
Advisor: Johan Sjöenga (2)
EAC.A.1
Europe 2020, Investment Plan, Education and Training 2020
Sophia Eriksson Waterschoot
EAC.A.2
Country analysis
Michael Teutsch
EAC.A.3
Erasmus+
Programme coordination and National Agencies management
Francesca Pagnossin, acting
EAC.A.4
Studies, impact assessments, analysis and statistics
Jan Pakulski
EACEA.A.1
Erasmus+:
Prospective Initiatives, Policy Networks, Programme and Linguistic Support
Seconded Head of Unit
Monika Holik
EACEA.A.7
Erasmus+:
Education and Youth Policy Analysis
Acting Head of Unit
Lars Jakobsen
EAC.B.1
Higher education
Adam Tyson
EAC.B.2
Schools and educators; multilingualism
Sophie Beernaerts
EAC.B.3
Innovation in education, EIT and MSCA
Denis Crowley
EAC.B.4
International cooperation in education and youth; Jean Monnet actions
Claire Morel, acting
EACEA.A.2
Erasmus+: - Higher Education - Knowledge Alliances, Bologna Support; Jean Monnet
Seconded Head of Unit
Ute Haller-Block
EACEA.A.3
Erasmus+: Higher Education - Erasmus Mundus Joint Master Degrees
Acting Head of Unit
Klaus Haupt
EACEA.A.4
Erasmus+: - Higher Education - International Capacity Building
Acting Head of Unit
Ralf Rahders
EACEA.A.5
Erasmus+: Schools, Vocational Training, Adult Education, Platforms
Seconded Head of Unit
Tapio Säkövälä
REA.A.1
Marie Skłodowska-Curie Innovative Training Networks
Seconded Head of Unit
Klaus-Günther Barthel
REA.A.2
Marie Skłodowska-Curie Individual Fellowships: European
Seconded Head of Unit
Jean-Bernard Veyret
REA.A.3
Marie Skłodowska-Curie Research and Innovation Staff Exchanges
Seconded Head of Unit
Fredrik Olsson Hector
REA.A.4
Marie Skłodowska-Curie COFUND, Researchers Night and Individual Fellowships: Global
Seconded Head of Unit
François Willekens
EAC.C.1
Youth policy and programme
Harald Hartung
EAC.C.2
Sport policy and programme
Yves Le Lostecque
EAC.C.3
Dissemination and exploitation of programmes
Michal Krejza
EAC.C.4
Traineeships Office
Belén Bernaldo de Quirós
EACEA.A.6
Erasmus+:
Sport, Youth and EU Aid Volunteers
Seconded Head of Unit
Georges Bingen
EAC.D.1
Cultural diversity and innovation
Walter Zampieri
EAC.D.2
Creative Europe programme
Karel Bartak
EAC.D.3
Library and e-resources centre
Jean Herdies
EACEA.B.1
Creative Europe: Culture
Seconded Head of Unit
Barbara Gessler
EAC.R.1
Human resources, BPM and document management
Roberta Persichelli Scola
EAC.R.2
Budget, planning and supervision
Frédéric Fimeyer
EAC.R.3
Accounting and finance
Rosalind Bufton
EAC.R.4
Informatics and logistics
Dimitrios Athanasiadis
EACEA.R.1
Human Resources, Administration, Communication
Acting Head of Unit
Constantin Daskalakis
EACEA.R.2
Finances, Accounting, Programming
Seconded Head of Unit
Armin Bosch
EACEA.R.3
Informatics, Logistics
Seconded Head of Unit
Dirk Costens
(1) Placed at the disposal of EPSO.
(2) EAC.R.1 and EAC.R.4 also have a functional reporting relation for document management and logistics with EAC.R Advisor.
Version EAC + EACEA/REA – 08/06/2015


DIRECTORATE-GENERAL EDUCATION AND CULTURE (01.07.2015)
Ref. Ares(2015)2686216 - 26/06/2015
DIRECTOR-GENERAL
Xavier Prats Monné
Assistants:
Klavdija Černilogar
Maria Luisa Fernández Esteban
DEPUTY DIRECTOR-GENERAL
Jens Nymand Christensen
Advisor: Aviva Silver
Assistant:
Anna Athanasopoulou
EAC.01
Policy coordination, interinstitutional relations, communication and CWP
Filip Van Depoele
EACEA
Director of the Agency
Principal Advisor EAC
Brian Holmes
EACEA
Head of Department
Milvia Van Rij-Brizzi
EAC.A
Modernisation of Education I: Europe 2020, country analysis, Erasmus+ coordination
Chiara Gariazzo
Advisor: Luca Dalpozzo (1)
Advisor: Sergej Koperdak
EAC.B
Modernisation of Education II: Education policy and programme, Innovation, EIT and MSCA
Adam Tyson, acting
Advisor: Ann Branch
REA.A
Excellent Science
Head of Department
Alessandra Luchetti
EAC.C
Youth and Sport
António Silva Mendes
EAC.D
Culture and Creativity
Michel Magnier
Advisor: João Delgado
EAC.R
Resources and Planning
Arturo Caballero Bassedas
Advisor: Johan Sijbenga (2)
EAC.A.1
Europe 2020, Investment Plan, Education and Training 2020
Sophia Eriksson Waterschoot
EAC.A.2
Country analysis
Michael Teutsch
EAC.A.3
Erasmus+
Programme coordination and National Agencies management
Francesca Pagnossin
EAC.A.4
Studies, impact assessments, analysis and statistics
Jan Pakulski
EACEA.A.1
Erasmus+:
Prospective Initiatives, Policy Networks, Programme and Linguistic Support
Seconded Head of Unit
Monika Holik
EACEA.A.7
Erasmus+:
Education and Youth Policy Analysis
Acting Head of Unit
Lars Jakobsen
EAC.B.1
Higher education
Adam Tyson
EAC.B.2
Schools and educators; multilingualism
Sophie Beernaerts
EAC.B.3
Innovation in education, EIT and MSCA
Denis Crowley
EAC.B.4
International cooperation in education and youth; Jean Monnet actions
Claire Morel, acting
EACEA.A.2
Erasmus+: - Higher Education - Knowledge Alliances, Bologna Support; Jean Monnet
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EACEA.A.3
Erasmus+: Higher Education - Erasmus Mundus Joint Master Degrees
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Klaus Haupt
EACEA.A.4
Erasmus+: - Higher Education - International Capacity Building
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EACEA.A.5
Erasmus+: Schools, Vocational Training, Adult Education, Platforms
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Tapio Säkkälä
REA.A.1
Marie Skłodowska-Curie Innovative Training Networks
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Klaus-Günther Barthel
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Marie Skłodowska-Curie Individual Fellowships: European
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Marie Skłodowska-Curie Research and Innovation Staff Exchanges
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Fredrik Olsson Hector
REA.A.4
Marie Skłodowska-Curie COFUND, Researchers' Night and Individual Fellowships: Global
Seconded Head of Unit
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EAC.C.1
Youth policy and programme
Harald Hartung
EAC.C.2
Sport policy and programme
Yves Le Lostecque
EAC.C.3
Dissemination and exploitation of programmes
Michal Krejza
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EAC.D.2
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Creative Europe: Culture
Seconded Head of Unit
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Budget, planning and supervision
Frédéric Fimeyer
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Acting Head of Unit
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Informatics, Logistics
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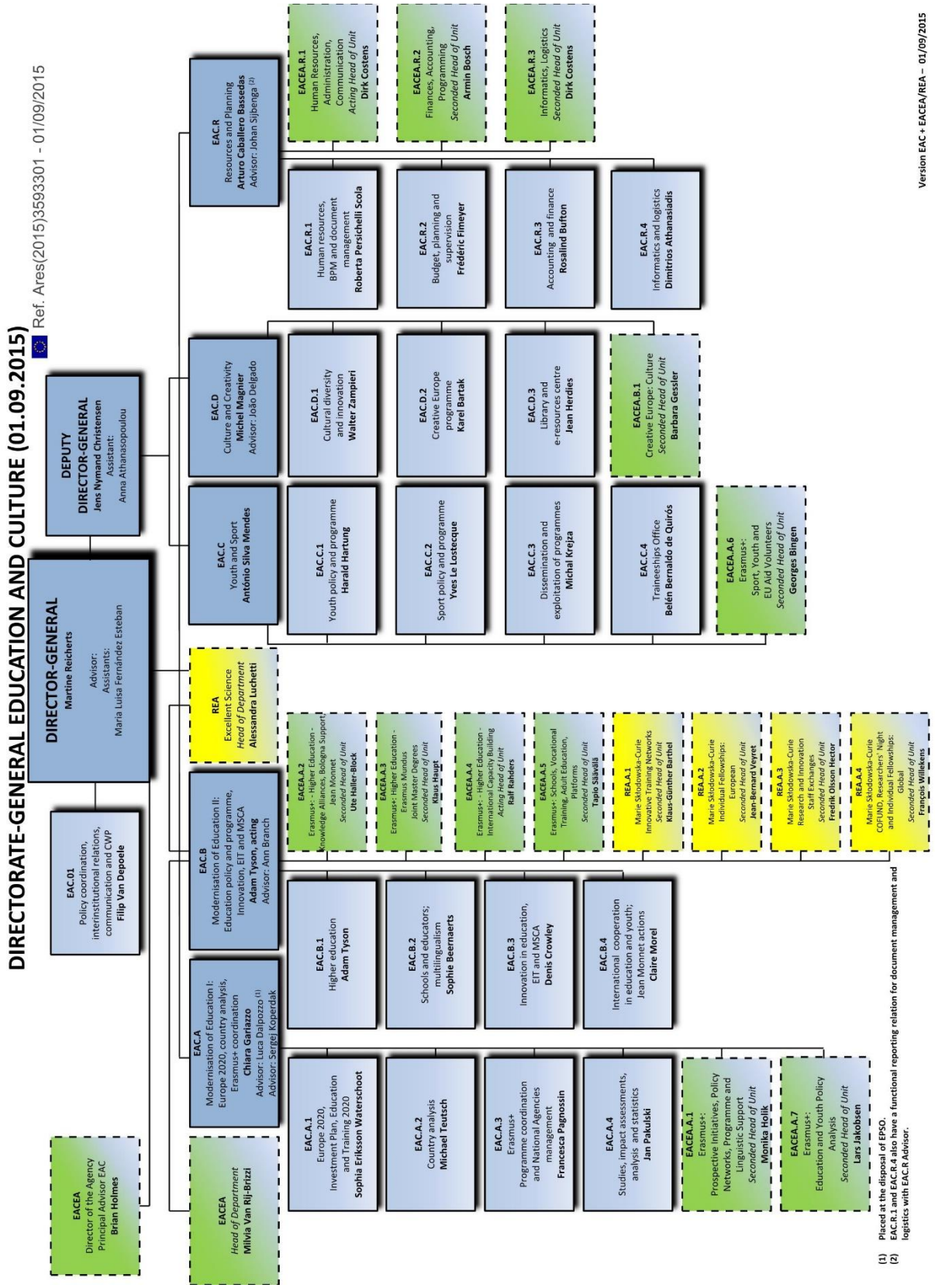
DIRECTORATE-GENERAL EDUCATION AND CULTURE (01.09.2015)
Ref. Ares(2015)3593301 - 01/09/2015
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Head of Department
Milvia Van Rij-Brizzi
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Modernisation of Education I: Europe 2020, country analysis, Erasmus+ coordination
Chiara Gariazzo
Advisor: Luca Dalpozzo (1)
Advisor: Sergej Koperdak
EAC.B
Modernisation of Education II: Education policy and programme, Innovation, EIT and MSCA
Adam Tyson, acting
Advisor: Ann Branch
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Excellent Science
Head of Department
Alessandra Luchetti
EAC.C
Youth and Sport
António Silva Mendes
EAC.D
Culture and Creativity
Michel Magnier
Advisor: João Delgado
EAC.R
Resources and Planning
Arturo Caballero Bassedas
Advisor: Johan Sijbenga (2)
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Erasmus+:
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EAC.B.4
International cooperation in education and youth; Jean Monnet actions
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REA.A.1
Marie Skłodowska-Curie Innovative Training Networks
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REA.A.4
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EAC.D.2
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EAC.D.3
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Acting Head of Unit
Dirk Costens
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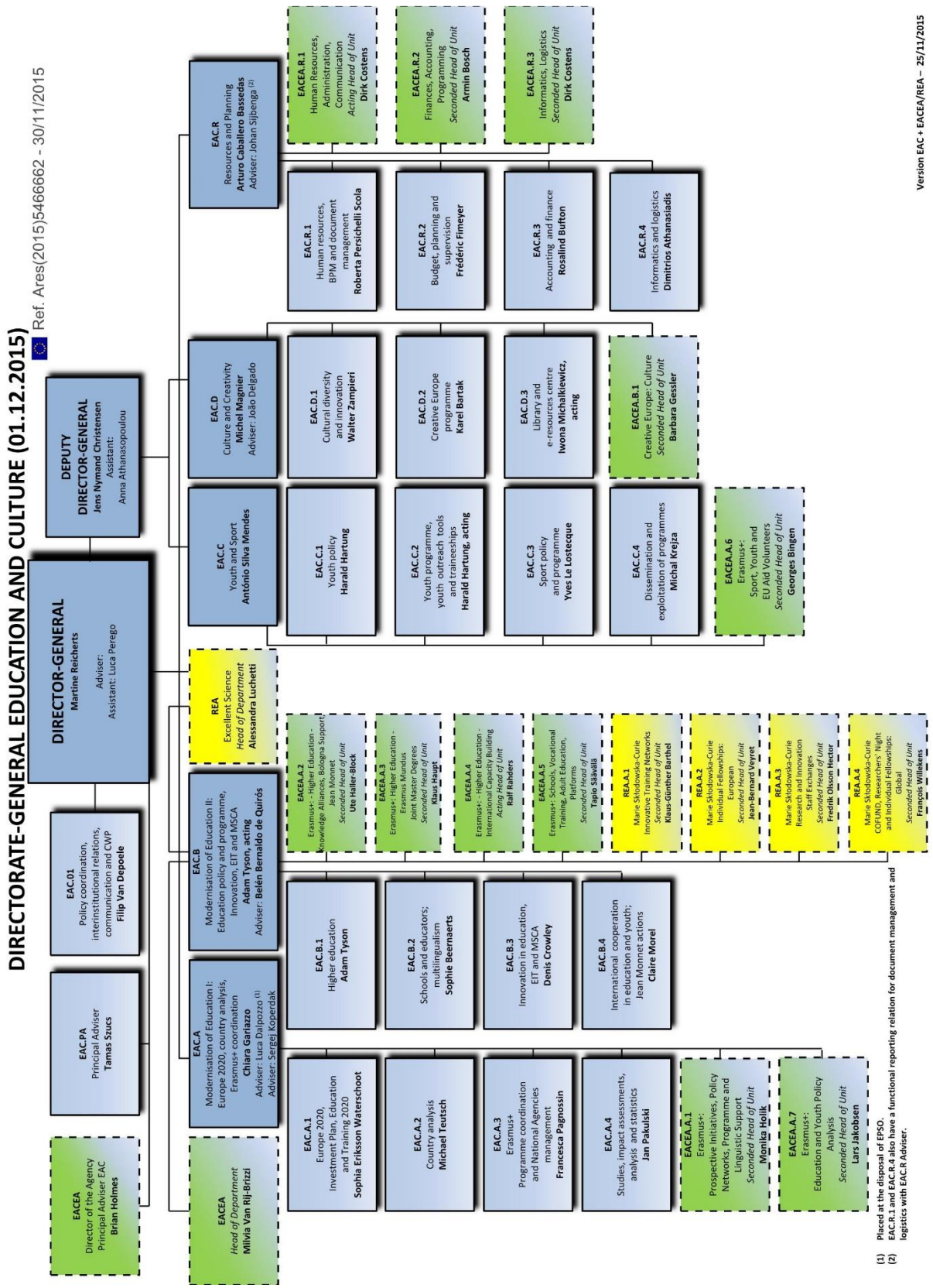
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Ref. Ares(2015)5466662 - 30/11/2015
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Brian Holmes
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Policy coordination, interinstitutional relations, communication and CWP
Filip Van Depoele
EACEA
Head of Department
Milvia Van Rij-Brizzi
EAC.A
Modernisation of Education I: Europe 2020, country analysis, Erasmus+ coordination
Chiara Gariazzo
Adviser: Luca Dalpozzo (1)
Adviser: Sergej Koperdak
EAC.B
Modernisation of Education II: Education policy and programme, Innovation, EIT and MSCA
Adam Tyson, acting
Adviser: Belén Bernaldo de Quirós
EAC.C
Youth and Sport
António Silva Mendes
EAC.D
Culture and Creativity
Michel Magnier
Adviser: João Delgado
REA
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Head of Department
Alessandra Luchetti
EAC.R
Resources and Planning
Arturo Caballero Bassedas
Adviser: Johan Sijbenga (2)
EAC.A.1
Europe 2020, Investment Plan, Education and Training 2020
Sophia Eriksson Waterschoot
EAC.A.2
Country analysis
Michael Teutsch
EAC.A.3
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Programme coordination and National Agencies management
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EACEA.A.7
Erasmus+: Education and Youth Policy Analysis
Seconded Head of Unit
Lars Jakobsen
EAC.B.1
Higher education
Adam Tyson
EAC.B.2
Schools and educators; multilingualism
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EAC.B.3
Innovation in education, EIT and MSCA
Denis Crowley
EAC.B.4
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EACEA.A.2
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Ralf Rahders
EACEA.A.5
Erasmus+: Schools, Vocational Training, Adult Education, Platforms
Seconded Head of Unit
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Seconded Head of Unit
Klaus-Günther Barthel
REA.A.2
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Jean-Bernard Veyret
REA.A.3
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Seconded Head of Unit
Fredrik Olsson Hector
REA.A.4
Marie Skłodowska-Curie COFUND, Researchers Night and Individual Fellowships: Global
Seconded Head of Unit
François Willekens
EAC.C.1
Youth policy
Harald Hartung
EAC.C.2
Youth programme, youth outreach tools and traineeships
Harald Hartung, acting
EAC.C.3
Sport policy and programme
Yves Le Lostecque
EAC.C.4
Dissemination and exploitation of programmes
Michal Krejza
EACEA.A.6
Erasmus+: Sport, Youth and EU Aid Volunteers
Seconded Head of Unit
Georges Bingen
EAC.D.1
Cultural diversity and innovation
Walter Zampieri
EAC.D.2
Creative Europe programme
Karel Bartak
EAC.D.3
Library and e-resources centre
Iwona Michalkiewicz, acting
EACEA.B.1
Creative Europe: Culture
Seconded Head of Unit
Barbara Gessler
EAC.R.1
Human resources, BPM and document management
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EAC.R.2
Budget, planning and supervision
Frédéric Fimeyer
EAC.R.3
Accounting and finance
Rosalind Bufton
EAC.R.4
Informatics and logistics
Dimitrios Athanasiadis
EACEA.R.1
Human Resources, Administration, Communication
Acting Head of Unit
Dirk Costens
EACEA.R.2
Finances, Accounting, Programming
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Armin Bosch
EACEA.R.3
Informatics, Logistics
Seconded Head of Unit
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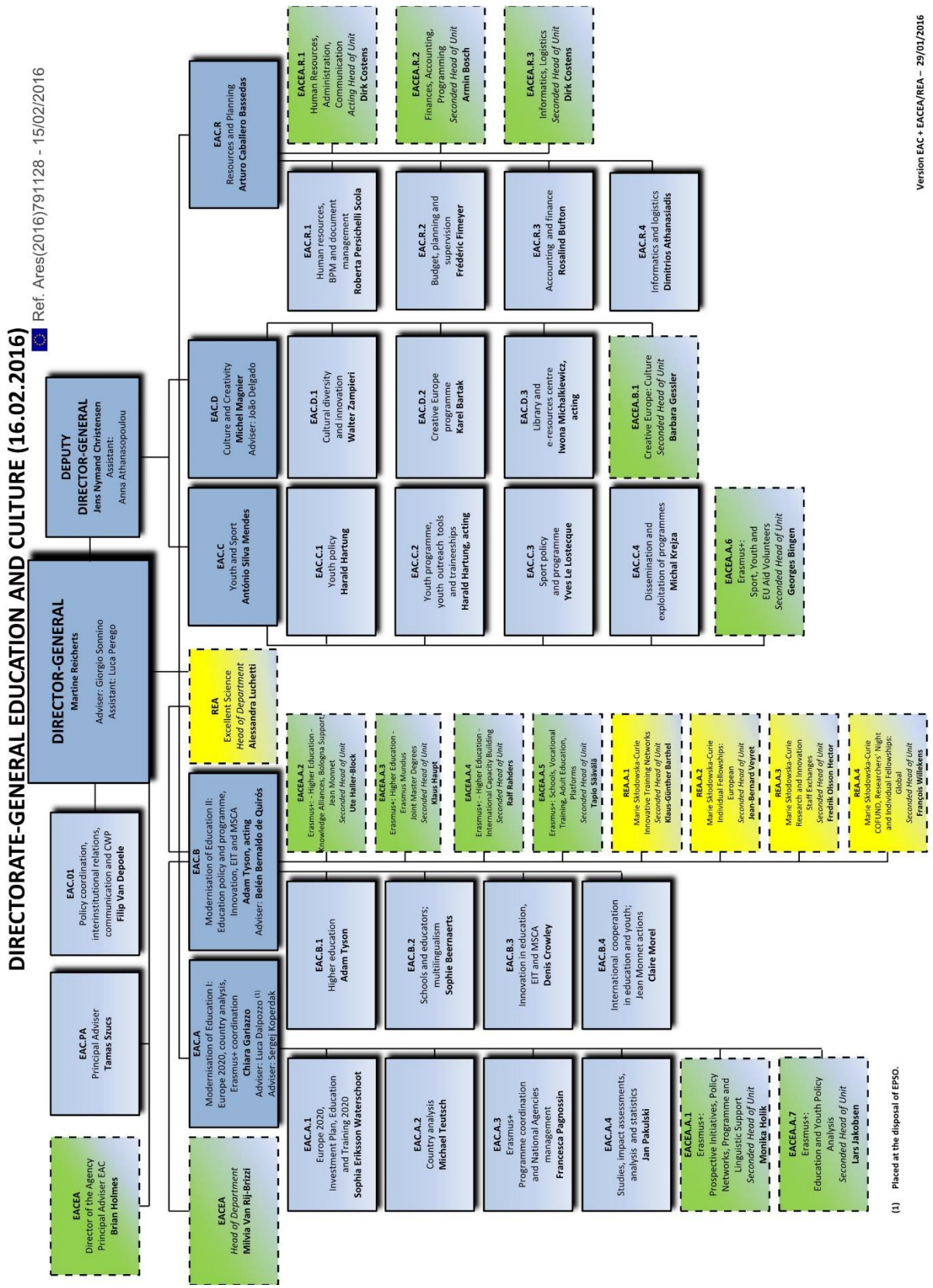
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Ref. Ares(2016)791128 - 15/02/2016
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Policy coordination, interinstitutional relations, communication and CWP
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EAC.PA
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EACEA
Director of the Agency
Principal Adviser EAC
Brian Holmes
EACEA
Head of Department
Milvia Van Rij-Brizzi
EAC.A
Modernisation of Education I: Europe 2020, country analysis, Erasmus+ coordination
Chiara Gariazzo
Adviser: Luca Dalpozzo (1)
Adviser: Sergej Koperdak
EAC.B
Modernisation of Education II: Education policy and programme, Innovation, EIT and MSCA
Adam Tyson, acting
Adviser: Belén Bernaldo de Quirós
REA
Excellent Science
Head of Department
Alessandra Luchetti
EAC.C
Youth and Sport
António Silva Mendes
EAC.D
Culture and Creativity
Michel Magnier
Adviser: João Delgado
EAC.R
Resources and Planning
Arturo Caballero Bassedas
EAC.A.1
Europe 2020, Investment Plan, Education and Training 2020
Sophia Eriksson Waterschoot
EAC.A.2
Country analysis
Michael Teutsch
EAC.A.3
Erasmus+
Programme coordination and National Agencies management
Francesca Pagnossin
EAC.A.4
Studies, impact assessments, analysis and statistics
Jan Pakulski
EACEA.A.1
Erasmus+: Prospective Initiatives, Policy Networks, Programme and Linguistic Support
Seconded Head of Unit
Monika Holik
EACEA.A.7
Erasmus+: Education and Youth Policy Analysis
Seconded Head of Unit
Lars Jakobsen
EAC.B.1
Higher education
Adam Tyson
EAC.B.2
Schools and educators; multilingualism
Sophie Beernaerts
EAC.B.3
Innovation in education, EIT and MSCA
Denis Crowley
EAC.B.4
International cooperation in education and youth; Jean Monnet actions
Claire Morel
EACEA.A.2
Erasmus+: - Higher Education - Knowledge Alliances, Bologna Support; Jean Monnet
Seconded Head of Unit
Ute Haller-Block
EACEA.A.3
Erasmus+: Higher Education - Erasmus Mundus Joint Master Degrees
Seconded Head of Unit
Klaus Haupt
EACEA.A.4
Erasmus+: - Higher Education - International Capacity Building
Seconded Head of Unit
Ralf Rahders
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Erasmus+: Schools, Vocational Training, Adult Education, Platforms
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Tapio Säkövä
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Marie Skłodowska-Curie Innovative Training Networks
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Klaus-Günther Barthel
REA.A.2
Marie Skłodowska-Curie Individual Fellowships: European
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Jean-Bernard Veyret
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Marie Skłodowska-Curie Research and Innovation Staff Exchanges
Seconded Head of Unit
Fredrik Olsson Hector
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Marie Skłodowska-Curie COFUND, Researchers Night and Individual Fellowships: Global
Seconded Head of Unit
François Willekens
EAC.C.1
Youth policy
Harald Hartung
EAC.C.2
Youth programme, youth outreach tools and traineeships
Harald Hartung, acting
EAC.C.3
Sport policy and programme
Yves Le Lostecque
EAC.C.4
Dissemination and exploitation of programmes
Michal Krejza
EACEA.A.6
Erasmus+: Sport, Youth and EU Aid Volunteers
Seconded Head of Unit
Georges Bingen
EAC.D.1
Cultural diversity and innovation
Walter Zampieri
EAC.D.2
Creative Europe programme
Karel Bartak
EAC.D.3
Library and e-resources centre
Iwona Michalkiewicz, acting
EACEA.B.1
Creative Europe: Culture
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Human resources, BPM and document management
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Accounting and finance
Rosalind Bufton
EAC.R.4
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Dimitrios Athanasiadis
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Acting Head of Unit
Dirk Costens
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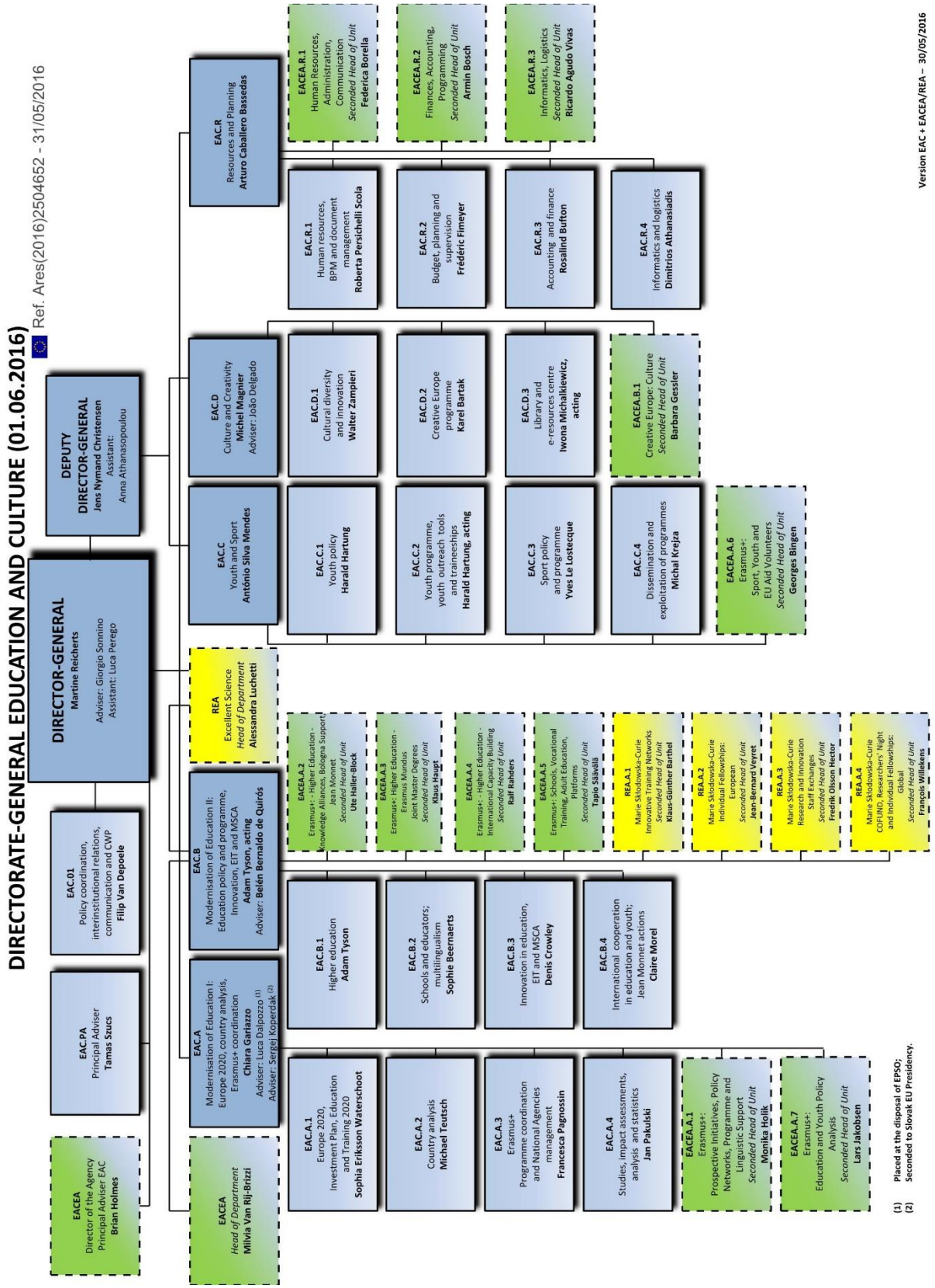
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Ref. Ares(2016)2504652 - 31/05/2016
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Principal Adviser EAC
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EAC.PA
Principal Adviser
Tamas Szucs
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Policy coordination, interinstitutional relations, communication and CWP
Filip Van Depoele
EACEA
Head of Department
Milvia Van Rij-Brizzi
EAC.A
Modernisation of Education I: Europe 2020, country analysis, Erasmus+ coordination
Chiara Gariazzo
Adviser: Luca Dalpozzo (1)
Adviser: Sergej Koperdak (2)
EAC.B
Modernisation of Education II: Education policy and programme, Innovation, EIT and MSCA
Adam Tyson, acting
Adviser: Belén Bernaldo de Quirós
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Excellent Science
Head of Department
Alessandra Luchetti
EAC.C
Youth and Sport
António Silva Mendes
EAC.D
Culture and Creativity
Michel Magnier
Adviser: João Delgado
EAC.R
Resources and Planning
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Education and Youth Policy Analysis
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REA.A.1
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Seconded Head of Unit
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REA.A.4
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EAC.C.2
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EAC.C.3
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EAC.D.2
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EAC.D.3
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EACEA.R.1
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EACEA.R.2
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Seconded Head of Unit
Armin Bosch
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Ricardo Agudo Vivas
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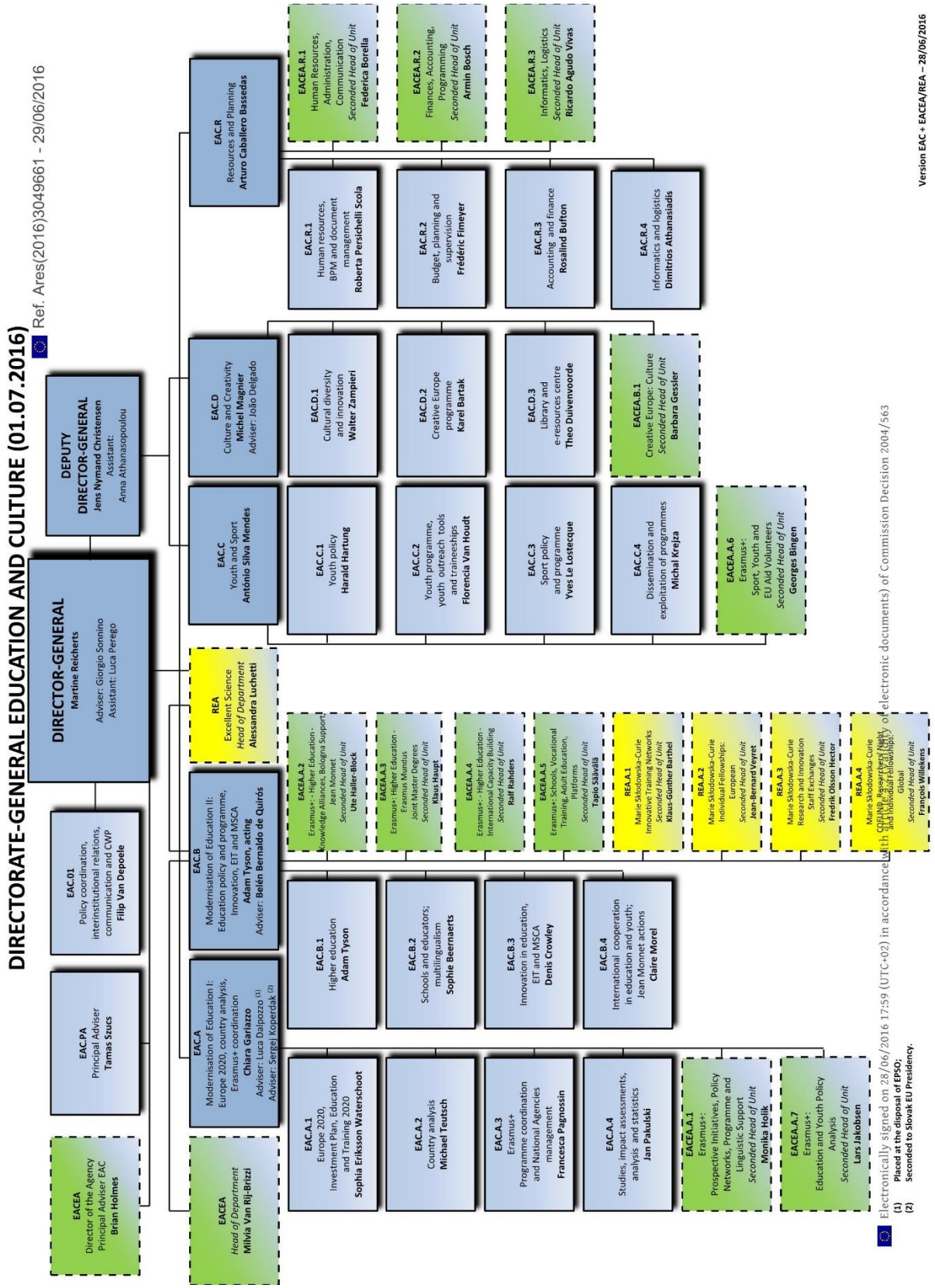
DIRECTORATE-GENERAL EDUCATION AND CULTURE (01.07.2016)
Ref. Ares(2016)3049661 - 29/06/2016
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Assistant: Anna Athanasopoulou
EACEA
Director of the Agency
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Culture and Creativity
Michel Magnier
Adviser: João Delgado
EAC.R
Resources and Planning
Arturo Caballero Bassedas
EAC.A.1
Europe 2020, Investment Plan, Education and Training 2020
Sophia Eriksson Waterschoot
EAC.A.2
Country analysis
Michael Teutsch
EAC.A.3
Erasmus+
Programme coordination and National Agencies management
Francesca Pagnossin
EAC.A.4
Studies, impact assessments, analysis and statistics
Jan Pakulski
EACEA.A.1
Erasmus+:
Prospective Initiatives, Policy Networks, Programme and Linguistic Support
Seconded Head of Unit
Monika Holik
EACEA.A.7
Erasmus+:
Education and Youth Policy Analysis
Seconded Head of Unit
Lars Jakobsen
EAC.B.1
Higher education
Adam Tyson
EAC.B.2
Schools and educators; multilingualism
Sophie Beernaerts
EAC.B.3
Innovation in education, EIT and MSCA
Denis Crowley
EAC.B.4
International cooperation in education and youth; Jean Monnet actions
Claire Morel
EACEA.A.2
Erasmus+: - Higher Education - Knowledge Alliances, Bologna Support; Jean Monnet
Seconded Head of Unit
Ute Haller-Block
EACEA.A.3
Erasmus+: Higher Education - Erasmus Mundus Joint Master Degrees
Seconded Head of Unit
Klaus Haupt
EACEA.A.4
Erasmus+: - Higher Education - International Capacity Building
Seconded Head of Unit
Ralf Rahders
EACEA.A.5
Erasmus+: Schools, Vocational Training, Adult Education, Platforms
Seconded Head of Unit
Tapio Säävälä
REA.A.1
Marie Skłodowska-Curie Innovative Training Networks
Seconded Head of Unit
Klaus-Günther Barthel
REA.A.2
Marie Skłodowska-Curie Individual Fellowships: European
Seconded Head of Unit
Jean-Bernard Veyret
REA.A.3
Marie Skłodowska-Curie Research and Innovation Staff Exchanges
Seconded Head of Unit
Fredrik Olsson Hector
REA.A.4
Marie Skłodowska-Curie Actions: Individual Fellowships: Global
Seconded Head of Unit
François Willekens
EAC.C.1
Youth policy
Harald Hartung
EAC.C.2
Youth programme, youth outreach tools and traineeships
Florencia Van Houdt
EAC.C.3
Sport policy and programme
Yves Le Lostecque
EAC.C.4
Dissemination and exploitation of programmes
Michal Krejza
EACEA.A.6
Erasmus+:
Sport, Youth and EU Aid Volunteers
Seconded Head of Unit
Georges Bingen
EAC.D.1
Cultural diversity and innovation
Walter Zampieri
EAC.D.2
Creative Europe programme
Karel Bartak
EAC.D.3
Library and e-resources centre
Theo Duivenvoorde
EACEA.B.1
Creative Europe: Culture
Seconded Head of Unit
Barbara Gessler
EAC.R.1
Human resources, BPM and document management
Roberta Persichelli Scola
EAC.R.2
Budget, planning and supervision
Frédéric Fimeyer
EAC.R.3
Accounting and finance
Rosalind Bufton
EAC.R.4
Informatics and logistics
Dimitrios Athanasiadis
EACEA.R.1
Human Resources, Administration, Communication
Seconded Head of Unit
Federica Borella
EACEA.R.2
Finances, Accounting, Programming
Seconded Head of Unit
Armin Bosch
EACEA.R.3
Informatics, Logistics
Seconded Head of Unit
Ricardo Agudo Vivas
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(1) Placed at the disposal of EPSO;
(2) Seconded to Slovak EU Presidency.

DIRECTORATE-GENERAL EDUCATION, YOUTH, SPORT AND CULTURE (01.01.2017)
Ref. Ares(2017)393458 - 25/01/2017
DIRECTOR-GENERAL
Martine Reicherts
Adviser: Giorgio Sonnino
Assistant: Luca Perego
DEPUTY DIRECTOR-GENERAL
Jens Nymand Christensen
Assistant:
EAC.PA
Tamas Szucs
EAC.01
Policy Coordination and Inter-Institutional Relations
Filip Van Depoele
EACEA
Director of the Agency
Principal Adviser EAC
Brian Holmes
EAC.A
Policy Strategy and Evaluation
Adam Tyson, acting
Adviser: Luca Dalpozzo (1)
Adviser : Sergej Koperdak
EAC.A.1
Strategy and Investments
Adam Tyson
EAC.A.2
Country Analysis
Denis Crowley
EAC.A.3
(old EAC.C.4)
Stakeholder Engagement and Programme Impact
Astrid Brey, acting
EAC.A.4
Evidence-Based Policy and Evaluation
Jan Pakulski
EACEA.A.1
Erasmus+:
Prospective Initiatives, Policy Networks, Programme and Linguistic Support
Seconded Head of Unit
Monika Holik
EACEA.A.7
Erasmus+:
Education and Youth Policy Analysis
Seconded Head of Unit
Lars Jakobsen
EAC.B
Youth, Education and Erasmus+
Sophia Eriksson Waterschoot, acting
Adviser: Belén Bernaldo de Quirós (*)
EAC.B.1
Higher Education
Sophia Eriksson Waterschoot
EAC.B.2
Schools and Multilingualism
Michael Teutsch
EAC.B.3
(old EAC.C.1 + C.2)
Youth, Volunteer Solidarity and Traineeships Office
Florencia Van Houdt
EAC.B.4
(part of old EAC.A.3)
Erasmus+ Coordination
Francesca Pagnossin
EACEA
Head of Department
Milvia Van Rij-Brizzi
EACEA.A.2
Erasmus+: - Higher Education - Knowledge Alliances, Bologna Support, Jean Monnet
Seconded Head of Unit
Ute Haller-Block
EACEA.A.5
Erasmus+: Schools, Vocational Training, Adult Education, Platforms
Seconded Head of Unit
Tapio Säävälä
EACEA.A.6
Erasmus+:
Sport, Youth and EU Aid Volunteers
Seconded Head of Unit
Georges Bingen
EAC.C
Innovation, International Cooperation and Sport
Antoaneta Angelova-Krasteva
REA
Excellent Science
Head of Department
Alessandra Luchetti
REA.A.1
Marie Skłodowska-Curie Innovative Training Networks
Seconded Head of Unit
Klaus-Günther Barthel
REA.A.2
Marie Skłodowska-Curie Individual Fellowships: European
Seconded Head of Unit
Jean-Bernard Veyret
REA.A.3
Marie Skłodowska-Curie Research and Innovation Staff Exchanges
Seconded Head of Unit
Fredrik Olsson Hector
REA.A.4
Marie Skłodowska-Curie COFUND, Researchers' Night and Individual Fellowships: Global
Seconded Head of Unit
François Willekens
EAC.C.1
(part of old EAC.B.3)
Innovation and EIT
Harald Hartung
EAC.C.2
(part of old EAC.B.3)
Marie Skłodowska-Curie Actions
Sophie Beernaerts
EAC.C.3 (**)
(old EAC.B.4)
International Cooperation
Claire Morel
EAC.C.4
Sport
Yves Le Lostecque
EACEA.A.3
Erasmus+: Higher Education - Erasmus Mundus Joint Master Degrees
Seconded Head of Unit
Klaus Haupt
EACEA.A.4
Erasmus+: - Higher Education - International Capacity Building
Seconded Head of Unit
Ralf Rahders
EAC.D
Culture and Creativity
Michel Magnier
Adviser: João Delgado
Adviser (Temporary)
EAC.D.1
Cultural Policy
Walter Zampieri
EAC.D.2
Creative Europe
Barbara Gessler
EAC.D.3
Library and e-resources
Theo Duivenvoorde
EACEA.B.1
Creative Europe: Culture
Seconded Head of Unit
Karel Bartak
EAC.R
Performance Management, Supervision and Resources
Arturo Caballero Bassedas
EAC.R.1 (***)
Organisational Performance and Legal Affairs
Ulrich Sondermann
EAC.R.2
(and old EAC.A.3 Budget and Supervision)
Budget, Planning and Supervision
Frédéric Fimeyer
EAC.R.3
(and old EAC.A.3 Finances)
Finance and Accounting
Rosalind Bufton
EAC.R.4
(and old EAC.A.3 IT)
IT Projects and Support
Dimitrios Athanasiadis
EACEA.R.1
Human Resources, Administration, Communication
Seconded Head of Unit
Federica Borella
EACEA.R.2
Finances, Accounting, Programming
Seconded Head of Unit
Armin Bosch
EACEA.R.3
Informatics, Logistics
Seconded Head of Unit
Ricardo Agudo Vivas
(1) Placed at the disposal of EPSO
(*) Barbara Nolan: Head of Unit under rotation.
(**) Delegation cell in China
(***) Including HR Business Correspondent
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Annex III – Notes on change in organisational chart of the DG EAC

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