

SINGLE PROGRAMMING DOCUMENT 2022-2024

Including Annual Work Programme 2022

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Foreword

After the Authority's establishment in 2019 and the first full year of activity in 2020, the year 2021 was a transition to operational and financial autonomy and relocation to its seat in Bratislava. This programming document covers the period of 2022-2024, a period during which ELA will evolve from an Authority growing in strength and effectiveness to an established and trusted Authority with full operational capacity. By 2024, the Authority's budget will reach EUR 50 million and it will have 144 staff members. With these human and financial resources, the Authority should have the necessary capacity to fulfil the expectations set by the founding Regulation in terms of operational activities.

So far, ELA's guiding motto has been to be *ambitious and realistic*. This motto shall also guide the Authority throughout its period of growth and consolidation, as it has proven itself to be a strategy of success. *Ambitious*, because it aims to meet the high expectations related to its mandate as soon as possible. *Realistic*, because it is aware that it must first build a solid foundations of its activities, including by closely drawing on the expertise of the Commission, Member States, social partners, and other independent experts. Through its first comprehensive operations, ELA responded promptly to the calls of the European Parliament, Council, and European Commission to address the working conditions of seasonal workers by putting forward an Action Plan on cross-border seasonal workers¹. The Action Plan involved many Member States, social partner organisations and other institutional actors, mobilised a large-scale awareness campaign across the EU and supported several concerted and joint inspections in the sector. It delivered despite working conditions affected strongly by the COVID pandemic and in the midst of a substantial organisational growth. In short: not only did ELA start its operations in a matter of months; it has proven that it can deliver, even in challenging times.

Many unknowns lie ahead of ELA but 2020 and 2021 will remain reference years for many developments in labour mobility and the way society copes with a pandemic. The extent and length of this crisis's impact on cross-border labour mobility but also on undeclared work is yet to be fully grasped, though having already left its marks. This crisis has not only exposed but also exacerbated the precarious conditions of mobile workers, such as frontier, posted, seasonal and other mobile workers, while at the same time highlighting their essential functions within society and the internal market. What nevertheless already transcends is that the COVID-19 pandemic confirmed the need for better provision of information to individuals and employers, adaptation of practices and proper selection of focus areas for effective concerted cross-border inspections, better cooperation and exchange of information between competent national authorities, better cooperation with social partners, and a more effective enforcement of EU rules. In this, there is a clear role for ELA, in cooperation with its EU and national counterparts.

One central action of 2021, which will serve as a useful blueprint for future ELA joint actions that are also described in the present document, has been the aforementioned Action Plan on Seasonal Workers. It included a campaign "Rights for all Seasons", launched to raise awareness of the employers and workers on the applicable working conditions and social security, a week of action from 20 to 24 September 2021, a number of trainings and several enforcement actions. The Action Plan mobilised the whole range of the Authority's tasks and networks – including EURES and the European platform tackling undeclared work – so as to provide a comprehensive and lifecycle approach to seasonal work. It has been delivered despite teleworking and other COVID-19 related measures and a substantial organisational growth. At the time of drafting, ELA is still collecting lessons learned but it is clear that these will guide ELA's organization in future activities and provide good foundations for effective ELA actions.

The structure of this document follows the new guidelines for Single Programming Documents, the annex of the new Financial Framework regulation.

¹ [Rights for All Seasons – Campaign on Seasonal Workers | European Labour Authority \(europa.eu\)](#)

This document is structured around three activity pillars: Enforcement, Cooperation, and Information. They are closely linked to the tasks and objectives of the Authority. The multiannual section is covering a window of three years (2022 – 2024) and is aligned with the three pillars mentioned above, whilst also covering horizontal activities. This structure is also reflecting the internal organisation structure of the Authority, which is action-oriented, integrates coherently all functions and tasks, and allows scalability during this growth and consolidation stage. The alignment of the planning document to the organisation structure allows better management and accountability of resources.

This version of the SPD 2022-2024 is the result of a series of consultations with ELA's Management Board and Stakeholder Group, which took place during 2021, and is based on the Draft approved by the Management Board in December 2020.

List of Acronyms

AC: Administrative Commission for the coordination of social security systems

AFMP: Agreement on Free Movement of Persons

CdT: Translation Centre of the Bodies of the European Union

CJI: Concerted and Joint Inspections

ECA: European Court of Auditors

ECO: European Coordination Office (EURES)

ECG: European Coordination Group (EURES)

EEA: European Economic Area

EFTA: European Free Trade Agreement

ELA: European Labour Authority

E(O)JD: European (Online) Job Days

EURES: European Employment Services

IAS: Internal Audit Service

IMI: Internal Market Information system

MB: Management Board

MSs: Member States

NCO: National Coordination Office (EURES)

NLO: National Liaison Officer

PES: Public Employment Services

PMS: EURES Performance Measurement System

SLIC: Senior Labour Inspectors' Committee

SDG: Single digital gateway

SG: Stakeholders Group

SPD: Single Programming Document

UN SDGs: United Nations Sustainable Development Goals

WP: Work Programme, part of SPD

Mission Statement

The European Labour Authority ('the Authority') is a Union (EU) body established by Regulation (EU) 2019/1149 of the European Parliament and of the Council, which entered into force on 31 July 2019.

The objectives of the Authority² shall be to contribute to ensuring fair and effective labour mobility across the Union and assist Member States and the Commission in the coordination of social security systems within the Union.

The Authority will improve cooperation and the effective application and enforcement of EU rules in the labour market, by carrying out its tasks in full cooperation with the Union institutions and bodies and the Member States public institutions and bodies as well as the citizens, individuals and employers, social partners and civil society, while avoiding any duplication of work and promoting synergy and complementarity.

The Authority will deliver the following essential tasks for a well-functioning European labour market:



1. Facilitate access to information to individuals and employers, and coordinate EURES;
2. Facilitate cooperation and the exchange of information between Member States with a view to the consistent, efficient and effective application and enforcement of relevant Union law;



3. Coordinate and support concerted and joint inspections;
4. Carry out analyses and risk assessment of issues of cross-border labour mobility;
5. Support Member States with capacity building regarding the effective application and enforcement of relevant Union law;



6. Support Member States in tackling undeclared work;
7. Mediate disputes between Member States on the application of relevant Union law.

This is consistent with the aim to further implement and develop the social dimension of the Union, and to promote social progress and a renewed upward social convergence through efforts at all levels. From this perspective, the Authority's mission is at the core of the European Pillar of Social Rights jointly proclaimed by the European Parliament, the Council and the Commission in November 2017. By implementing its mandate, the Authority will contribute to the objectives of the Action Plan, particularly the one on reaching employment target 78% by 2030 and indirectly contributing to target of decreasing number of people in poverty by 15 million by 2030.

Ensuring fair and effective labour mobility in Europe is central to delivering on the principles and rights of the European Pillar of Social Rights. Within its mandate, the European Labour Authority will contribute to implementation of these principles by ensuring that workers' and individuals' rights to equal treatment and opportunities in the areas of labour mobility and social security coordination are enforced in cross-border situations. In the broader context, ELA is committed to the implementation of the UN Sustainable Development Goals³ as

² See Article 2 of Regulation (EU) 2019/1149

³ The EU is fully committed to be a frontrunner in implementing the 2030 Agenda for Sustainable Development, together with its Member States. The EU has committed to implement the Sustainable Development Goals both in its internal and external policies. The Sustainable Development Goals feature in all of the European Commission's 10 priorities.

part of the European Commission's policies, especially referring to the 8th Goal aiming at ensuring decent work and inclusive and sustainable economic growth.

The institutional legal set-up of the Authority is positioned within the broader framework of the Treaty on European Union (TEU), Article 3 and the fundamental principles of the internal market of the Union as reflected in the Treaty on the Functioning of the European Union (TFEU), in particular Articles 9, 46 and 48. In accordance with Article 1(4) of the ELA Regulation the scope of activities of the Authority covers the following Union acts:

- Free movement of workers (Regulation (EU) No 492/2011; Directive 2014/54/EU);
- EURES (Regulation (EU) 2016/589⁴) and Regulation (EU) 492/2011;
- Posting of workers (Directive 96/71/EC (as amended by Directive (EU) 2018/957) and Directive 2014/67/EU);
- Social security coordination (Regulation (EC) No 883/2004 and Regulation (EC) No 987/2009, Regulation (EU) 1231/2010) and insofar as they are still applicable, Council Regulations (EEC) No 1408/71 and (EEC) No 547/72, and (EC) No 859/2003);
- Social aspects of international road transport (Regulation (EC) No 561/2006 as amended by Regulation (EU) 2020/1054; Directive 2006/22/EU as revised by Directive (EU) 2020/1057; Directive (EU) 2020/1057; Regulation (EC) No 1071/2009 as revised by Regulation (EU) 2020/1055);
- Set-up of a single Union website in accordance with Regulation (EU) 2018/1724 in compliance with the principles set out in the Directive 2016/2102/EU; in accordance with Regulation (EU) 2016/679 and Directive 2014/54/EU ;
- Cooperation with other Union information services, taking full advantage and ensuring consistency with the Your Europe portal, which is to form the backbone of the single digital gateway established by Regulation (EU) 2018/1724;
- Ensuring openness as regards the operations of the Authority via public access to documents, based on Regulation (EC) No 1049/2001.

⁴ Commission Implementing Decision (EU) 2017/1255 of 11 July 2017 on a template for the description of national systems and procedures to admit organisations to become EURES Members and Partners.

Commission Implementing Decision (EU) 2017/1256 of 11 July 2017 on templates and procedures for the exchange of information on the EURES network national work programmes at Union level.

Commission Implementing Decision (EU) 2017/1257 of 11 July 2017 on the technical standards and formats required for a uniform system to enable matching of job vacancies with job applications and CVs on the EURES Portal.

Commission Implementing Decision (EU) 2018/170 of 2 February 2018 on uniform detailed specifications for data collection and analysis to monitor and evaluate the functioning of the EURES network.

Commission Implementing Decision (EU) 2018/1020 of 18 July 2018 on the adoption and updating of the list of skills, competences and occupations of the European classification for the purpose of automated matching through the EURES common IT platform

Commission Implementing Decision (EU) 2018/1021 of 18 July 2018 on the adoption of technical standards and formats necessary for the operation of the automated matching through the common IT platform using the European classification and the interoperability between national systems and the European classification.

I. GENERAL CONTEXT

1.0 General context

Throughout the establishment and transitions years of 2020 and 2021, the Authority was able to roll out a vast range of activities, whilst preparing the groundwork for its remaining tasks. The Authority is now entering a phase of consolidation which should result in the Authority reaching full speed, both as regards operational activities and resources, by 2024 at the latest.

A number of already engaged processes will be key to the consolidation of the Authority's operational capacity and will have to be further enhanced. These include the collection of input from the European Commission, Member States, social partners, and other relevant actors at every stage of the delivery of its mandate: from design, implementation and delivery of its activities, to the follow-up and drawing-up of lessons learned. The Authority will also continue to benefit from and strengthen synergies and cooperation with other EU institutions, bodies, services, and networks, with a special focus on EU Agencies relevant for the Authority's mandate. Lastly, it will be of great importance to monitor the evolution of policy areas underlying and tangent to ELA's working areas. This will allow to identify emerging issues but also to ensure that all of ELA's activities are developed in consistency and coherence with changes to the Internal Market and EU labour mobility, and future accompanying legislative projects.

The Authority will strive to establish itself as the 'natural' network for national competent authorities and social partner organisations when investigating and solving problems where cross-border mobility is at stake. In order to achieve this, ELA will invest in collaboration platforms and opportunities, working visits, and joint trainings that will build the trust between all relevant actors but also in ELA, and which are necessary for the smooth cooperation and the efficient and effective enforcement of fair EU labour mobility. EURES and the European Platform tackling undeclared work will serve as good examples for doing so.

Lastly, the recent and ongoing COVID-19 crisis has shown the necessity of having an Authority fit for working under but also responding to emergency situations that affect EU labour mobility. It is why the Authority should develop over the coming years a 'contingency plan' to be able to respond quickly and effectively to future crises affecting EU labour mobility whilst also retaining a smooth running of its governance and administrative structures.

Major developments that could influence ELA's policy context in the coming years

This section presents (policy) factors that are expected to influence ELA's work in the coming years.

► Digitalisation

Digitalisation demonstrates a clear cross-border dimension, while also entailing profound changes to the labour markets, affecting all sectors to a lesser or greater extent. Similarly, the borders between online and on-location economies are increasingly blurred, as digital and physical services are increasingly intertwined. On the one side, digitalisation, and in particular automation, is expected to further reshape the structure of the labour market. This may create potential skills and labour shortages in new types of jobs, while bringing labour surpluses in the areas where automation will require less direct human involvement. On the other side, digitalisation may also result in legal uncertainty as regards applicable legislation (labour and social security) in situations of cross-border work, such as in telework as demonstrated during the COVID-19 pandemic, online platform work or other digitally-enabled cross-border work arrangements driven by automation or digitisation. These trends exacerbate the need for further research and data to prepare an adequate strategy to identify and tackle opportunities and challenges impacting EU labour mobility within ELA's remit. The upcoming Commission initiative on working conditions of platform workers will seek to consolidate the status of some of those new forms of works.

ELA will aim to always be at the forefront of digitalisation, so as to facilitate the adoption of digital tools and the implementation and ultimately enhancement of cooperation among Member States and between Member States and ELA in all areas under its mandate.

► **Green transition**

The European Union has committed to the UN 2030 Agenda for Sustainable Development and to the Paris Agreement, which have been translated into the European Commission's priorities for 2019-24 in the form of a European Green Deal. Under this agenda, the European Union has established the specific climate targets to be achieved by 2030 and 2050 (EU climate actions) to achieve climate neutrality by 2050 and to reduce the greenhouse gas emissions by at least 55% compared to 1990 levels by 2030. Those objectives and related policy measures will have a profound impact on the labour market, be it at the level of skills – i.e. concretely the necessity to change or upgrade existing skills to match the demand of the workforce in greening economy – or at the level of entire occupations, where existing occupations can disappear, while new emerging as a result of the green transition. The impact of the green transition will be considerably different between regions as well as across various segments of the labour market. Important policy measures are already being introduced to “*leave no one behind*” and provide appropriate skills for the workforce to be able to effectively cope with the green transition. Another aspect stemming from the expected impacts of a changing climate is the possibility of new types of migration flows inside and outside of the Union, triggered by the changes in living conditions such as flooding or droughts. The impact of climate change, green transition and its consequences for the EU labour market will influence the landscape and patterns of labour mobility as well. While the concrete developments will be closely followed and analysed, fair and effective labour mobility will remain one of the tools to ensure adequately skilled workforce across the Union, helping to balance the mismatches between labour demand and supply across the EU.

► **Ageing of population**

The ageing of the European population is a long-lasting trend and represents a major transition our societies will have to undergo in the coming years. The shrinking birth rates or increased longevity will have a profound impact on many areas of life, including the labour market. Demographic change will moreover have differentiated impact across the EU and regions, given that population ageing varies widely across rural and urban areas, as well as Member States. The European workforce is shrinking, which creates the necessity to look at ways how to respond to an expected growing labour market demand in certain sectors, such as for example long term care.⁵ The shortages of the workforce in this sector as well as the importance of EU mobile workers for this sector have been already revealed by the COVID-19 pandemic. The population ageing and particularly the mobility of care workers, including health care, is already visible in labour mobility flows and trends, and may be expected to deepen in the coming years.

► **Gender and Diversity**

In the past years, the EU has given a more pronounced focus at fairness aiming at inclusiveness⁶. Gender and Diversity mainstreaming require long-term development and change programmes, and the inclusion of a gender and diversity perspective in all decision-making processes at all levels⁷. Subject to the Gender and Diversity

⁵ 19.5m people in need of LTC in 2016, compared to 23.6m potentially depended in 2030 and 30.5m in 2050.

⁶ The latest example is the announcement on 18 September 2020 by President von der Leyen of a EU Anti-racism Action Plan 2020-2025

⁷ The ultimate aim is to build a diverse equal society, with government agencies providing equal conditions and services for everyone. It is a matter of justice, but also of quality and efficacy of publicly financed activities.

strategy which was started to being developed in 2021, ELA will further consolidate gender, diversity and equality considerations in its work, throughout its core tasks but also within its administrative structure. The Strategy shall bring a more systematic approach into the incorporation of diversity considerations into ELA's operational activities. For example, one factor when planning target sectors for the cross-border inspections will be to also sufficiently focus on sectors where a vast majority of the staff are either male (e.g. road transport) or female (e.g. cross-border care-taking and private household services). The European Platform tackling undeclared work will also give a focus on the HORECA and care and personal household services sectors, as outlined in its Work Programme 2021-2022. Lastly, ELA's envisaged HR Strategic Framework will mark ELA's commitment to diversity in recruitment, also of staff from broader diversity backgrounds, and gender balance.

► **Labour mobility, the COVID-19 pandemic and recovery**

EU labour mobility has shown an upward trend throughout the last decade, almost doubling in numbers compared to a decade ago. Due to this, many possible developments lie open: labour mobility might change in its frequency and duration (short vs. long-term), direction (return mobility or increase of mobility from high-unemployment to low-unemployment countries), target groups, and target sectors, as well as in its manifestation (physical vs. virtual). Whatever the short and mid-term development, the need for swift information exchange and effective cooperation between national authorities and for concerted administrative action, including the organisation of targeted cross-border inspections, is ever so important. The pandemic has also raised new challenges whilst highlighting the importance of encouraging the transition to declared work. It has also given more visibility to the vulnerability of certain workers, such as seasonal workers, to precarious working and living conditions, and in some cases the pandemic exacerbated them. The European Parliament⁸, Council⁹ and the European Commission¹⁰ have called for appropriate actions to be taken at EU and national level, also in cooperation with ELA, to address these challenges and issues. ELA reacted to those calls with the Action plan on Seasonal Work, which has been a first successful set of actions dedicated to a specific category of workers. Lessons learnt will be further utilised by ELA during the implementation of the SPD 2022-24. The pandemic has also had a differentiated impact on women and men as well as other societal groups in the world of work and this should be taken into consideration in the further planning of activities.

While the long-term trends in EU labour mobility are difficult to assess, the data to be acquired during 2022 will enable to start seeing clearer the medium term impact of the pandemic on mobility patterns, including the directions of mobility flows and trends in affected sectors, as well as the development of 'virtual cross-border mobility', such as in relation to telework or online platform work.

The recovery from the pandemic and unprecedented EU support will have an impact on the labour market as well. Not only is economic growth expected as a part of the post-pandemic recovery, but it will also be accelerated through significant public investments benefiting from the EU's support, including the Recovery and Resilience Facility (RRF). This may consequently result in changes regarding the demand and supply of the workforce within the European labour market. Those trends will have an impact on the number of mobile individuals as well as

Mainstreaming is not an end in itself but a strategy, an approach, a means to achieve the goal of diversity and equality. Mainstreaming involves ensuring that gender and diversity perspectives and attention to the goal of diversity equality are central to all internal and external activities: policy development, strategy, labour inspection, dialogue, research, legislation, resource allocation, and planning, implementation and monitoring of programmes, projects and sectoral strategies. Also staff training need to be strengthened in order to increase sensitivity to the whole range of gender and diversity issues, and appreciation of how diversity enhances the effectiveness of work.

⁸ The European Parliament Resolution of 19 June 2020 on European protection of cross-border and seasonal workers in the context of the COVID-19 crisis.

⁹ Council Conclusion of 9 October 2020 on Improving the working and living conditions of seasonal and other mobile workers.

¹⁰ The Guidelines on Seasonal Workers in the EU in the context of the COVID-19 Outbreak adopted by the European Commission on 16 July 2020.

patterns of labour mobility. Thus, labour mobility and the Authority's mission lying in ensuring its fair and smooth functioning will contribute to objectives of the RRF, in particular the strengthening of resilience, inclusive growth and well-functioning of the Internal Market, upward social and economic convergence, supporting the digital and green transition, high quality employment creation, as well as the contribution to the strategic autonomy of the Union.

► **Trends in the European labour market affecting cross-border labour mobility**

Beyond and in addition to possible changes brought by the COVID-19 pandemic to the European labour market, and more specifically to EU cross-border labour mobility, other developments in the area of mobility will be of importance to the Authority and will need to be kept track of by ELA. For this, ELA will also rely on the expertise and intelligence of its European and national counterparts as well as EURES and the European Platform tackling undeclared work (e.g. Annual report on intra-EU labour mobility; Report on labour shortages and surpluses).

One trend that has already been brought to the attention of the Authority by a number of European and national counterparts is the growing number of mobile third-country nationals who are in the EU and move from one Member State to another. While legislation concerning the status of and procedures related to third-country nationals is not in the remit of ELA, the activities of the Authority may also touch upon issues such as intra-EU posting of third-country nationals in the context of the 96/71 and 2018/957 Directives on Posting of Workers and in relation to the coordination of social security, Regulations (EC) No 883/2004 and 987/2009. Third-country national workers may find themselves in a particularly vulnerable situation, where chains of labour migration and mobility rules are heavily intertwined, involving not only posting, but also subcontracting, bogus self-employment, letterbox companies, temporary agency work and recruitment agencies, undeclared work etc.

Major developments in the EU social policy that could influence ELA's work in the coming years

► **Implementation of the Labour Mobility legislation**

Member States are implementing Directive (EU) 2018/957 on the posting of workers. The Directive is expected to improve the working conditions of posted workers and promote fairness in the framework of the freedom of provision of services across borders. In 2022, ELA will focus on the implementation of the rules set by the posting Directives through its activities under each task, including in the field of information and inspections. Where necessary, ELA may provide data for the report due by the Commission to the European Parliament and Council on the application and implementation of the Directive by 30 July 2023 (Article 2).

At the same time, the Member States will implement the legislation adopted under the so-called Mobility Package in the field of international road transport sector. Inter alia, Regulation (EU) 2020/1054 of the European Parliament and of the Council of 15 July 2020 amending Regulation (EC) No 561/2006 as regards minimum requirements on maximum daily and weekly driving times, minimum breaks and daily and weekly rest period entered into force on 20 August 2020. The provisions of Directive (EU) 2020/1057 of 15 July 2020 on the posting of drivers in the road transport sector shall be transposed into national legislation by 2 February 2022. ELA is set to support the implementation of the rules addressing the social aspects of road transport legislation under its scope, including rules on driving and rest time and on the posting of drivers. ELA is preparing a specific action framework focused on this sector and will implement it during 2022.

During the implementation of this programming document, the Authority is ready to provide its input to implementation reports of the reformed labour mobility legislation, including ELA founding Regulation (by 1 August 2024) and Directive (EU) 2018/957 revising the posting of workers rules (by 30 June 2023). The Authority's feedback will be based on the information and data gained through its operational activities carried out through the evaluated period.

► **Revision of Regulation (EC) No 883/2004 and Regulation (EC) No 987/2009 on the coordination of social security systems**

The proposal to revise Regulation (EC) No 883/2004 and Regulation (EC) No 987/2009 was adopted by the Commission in December 2016¹¹. The objective of this initiative is to continue the process of modernisation of the EU law on social security coordination by further facilitating the exercise of citizens' rights while ensuring legal clarity, a fair and equitable distribution of the financial burden among the Member States and administrative simplicity and enforceability of the rules. Achieving a modernised system of social security coordination that responds to the social and economic reality in the Member States is one of the central drivers for this initiative.

The proposal focused on four areas of coordination, namely economically inactive citizens' access to social benefits, long-term care benefits, unemployment benefits and family benefits. However, during negotiations other aspects, in particular on the determination of the applicable legislation, were proposed by the co-legislators.

On 21 June 2018, the Council agreed its negotiating position (general approach) on this legislative file.¹² On the basis of this mandate, the Council Presidency started negotiations with the European Parliament in January 2019 and ended with a provisional agreement on 19 March 2019.¹³

The provisional agreement reached was not acceptable to a qualified majority of Member States¹⁴ and thus inter-institutional negotiations have resumed in September 2019 regarding a limited number of provisions of the provisional agreement. The agreement between the co-legislators have not been achieved yet.

► **Action Plan on the European Pillar of Social Rights**

The European Pillar of Social Rights is the EU social strategy to make sure that the transitions to a climate-neutral economy, digital transformation, and demographic change, as well as the recovery from the COVID-19 pandemic, are socially fair and just. To this end, the European Pillar of Social Rights provides a compass to tackle the social and economic challenges of our time.

To support the implementation of the Pillar, the Commission launched the Pillar's Action Plan¹⁵ on 4 March 2021 to roll-out further initiatives to deliver on the rights and principles enshrined in the Pillar with a view to paving the way for a fair, inclusive and resilient socio-economic recovery and successfully navigating the transformations brought about by new societal, technological and economic developments. The Action plan specifically mentions the need to fully implement and enforce the existing labour mobility rules with specific focus on vulnerable categories of workers as was the case of Action Plan on Seasonal Workers implemented by the Authority in 2021.

The Authority will continue to implement sector specific and category of workers specific approaches in the coming years, starting with road transport in 2022. ELA will contribute to the implementation of the principles of the European Pillar of Social Rights by working with Member States, social partners, and the Commission on the proper implementation and enforcement of EU labour mobility rules that are at the heart of fair and effective labour mobility fully in line with its mandate and possible new initiatives steaming from the Action Plan. In this context, the Authority, through its ambition to be a digital agency, will seek to contribute to the exploration and uptake of digital solutions to support seamless mobility and effective enforcement, including the portability of social security rights across borders. Lastly, the operational activities of ELA oriented towards the fair and effective labour

¹¹ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52016PC0815>

¹² <https://www.consilium.europa.eu/en/press/press-releases/2018/06/21/coordination-of-social-security-systems-council-agrees-general-approach/>

¹³ <https://data.consilium.europa.eu/doc/document/ST-7698-2019-ADD-1-REV-1/en/pdf>

¹⁴ <https://www.consilium.europa.eu/en/policies/rules-social-security-systems/>

¹⁵ [The European Pillar of Social Rights: turning principles into actions - Employment, Social Affairs & Inclusion - European Commission \(europa.eu\)](https://ec.europa.eu/economic-affairs/employment-social-affairs-inclusion/european-pillar-social-rights)

mobility, notably information provision and EURES, will significantly contribute to the achievement of the headlines targets of the Action Plan, particularly 78% percent employment rate or reduction of poverty by 15 million.

► **EU Strategic Framework on Health and Safety at Work 2021-2027**

The EU Strategic Framework on Health and Safety at Work 2021-2027¹⁶ will also indirectly impact the Authority's activities. Although occupational health and safety is not directly covered by Authority's mandate, the lessons learnt from the pandemic highlighted the need to ensure health and safety requirements, particularly for vulnerable categories of workers, such as seasonal and posted workers. In this context, the Authority will continue its cooperation with EU-OSHA and also use its mandate to report irregularities it has detected during concerted and joint inspections to the Commission, and Member States concerned, where appropriate.

¹⁶ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52021DC0323&qid=1626089672913#PP1Contents>



II. MULTI-ANNUAL PROGRAMMING 2022-2024

2.0 Multi-annual Programming 2022-2024

The Authority's main priority until 2024 will be to develop the full operational, human, and financial capability of delivering on the mandate given by its founding Regulation. Reaching full capacity is a necessary step and building-block for all the future objectives and plans that the Authority will have.

ELA's main objectives are to contribute to ensuring fair and effective labour mobility across the Union and to assist Member States and the Commission in the coordination of social security systems within the Union. As a means of achieving this, Article 2 of the founding Regulation lists four objectives, which encompass the Authority's seven tasks developed in Article 4 to Article 15. The four objectives of ELA defined in its founding Regulation include:

- (a) facilitate access to information on rights and obligations regarding labour mobility across the Union as well as to relevant services;
- (b) facilitate and enhance cooperation between Member States in the enforcement of relevant Union law across the Union, including facilitating concerted and joint inspections;
- (c) mediate and facilitate a solution in cases of cross-border disputes between Member States; and
- (d) support cooperation between Member States in tackling undeclared work.

This document is built around the three pillars of ELA activities capturing its objectives and tasks:

- I. Enforcement
- II. Cooperation
- III. Information

Figure 1. The three pillars of ELA's activities



In addition, two horizontal areas of operation are defined, covering the overall governance and strategic policy coordination on one side, and support activities required to deliver the mission and tasks of the Authority on the other side.

The remainder of this section describes the actions needed to fulfil ELA's objectives, and how the pillars of activities are linked to the legal requirements and tasks assigned to the Authority.

Section II of this document covers a period of three years, 2022 – 2024, a period in which the Authority is in a steady growth to reach its full capacity.

The table below gives details on the pillars and how they are anchored into the legal requirements stemming from the founding Regulation.

Table 1. Anchoring the work of the Authority into the legal requirements

Pillar	Links to ELA Regulation – Allocation of ELA tasks and responsibilities
Enforcement	Article 8 – Coordination and support of concerted and joint inspections Article 9 – Arrangements for concerted and joint inspections Article 10 – Labour mobility analyses and risk assessment Article 12 – European Platform to enhance cooperation in tackling undeclared work
Cooperation	Article 7 – Cooperation and exchange of information between Member States Article 11 – Support to capacity building Article 13 – Mediation between Member States Article 32 – National Liaison Officers (regarding NLO contribution)
Information	Article 5 – Information on labour mobility Article 6 – Coordination of EURES
Horizontal areas: Governance and Resources	<i>Governance and coordination:</i> Article 14 – Cooperation with agencies and specialised bodies Article 16 to 23 – Administrative and management structure (support activities for all structures) Article 24 – Annual and multi-annual programming Articles 35 to 42, covering from language arrangements, transparency, communication, privileges, combating fraud, evaluation and review as well as coordination of cooperation with third countries and international organisations <i>Resources:</i> Articles 25 to 29 on establishment of the budget, the implementation of the budget, accounts and discharge, financial rules Articles 30 to 33 to on staff related provisions Articles 34 to 43, covering from privileges and immunities, liabilities, to headquarters agreement

In the following sections, the pillars of ELA activities are introduced in more depth. Under each pillar, activities and actions are further developed and include expected deliverables. After the description of all pillars, Section 2.5 summarises all the multiannual objectives and performance indicators for 2022-2024 for each of the pillars. The annexes of the document provide allocation of human and financial resources for each pillar.

2.1 Pillar I: Enforcement

Under this pillar, the Authority will continue to focus its work on coordinating and supporting concerted and joint inspections, carrying out analyses and risk assessments on issues of cross-border labour mobility and social security coordination, and supporting the Member States in tackling undeclared work. ELA will deliver on these tasks, specified in Articles 8, 9, 10 and 12 of its founding Regulation, by making full use of its enforcement capabilities and ensuring close cooperation with the other operational pillars.

2.1.1 Concerted and joint inspections

2.1.1.1 Coordination and support of concerted and joint inspections

ELA will establish and maintain a fully-functioning framework enabling, supporting, and enhancing Member States' capacity to effectively carry out concerted and joint cross-border inspections. Social partners can be involved in these activities in line with national law and practice. Member States will benefit from shared tools, procedures and information exchange facilities (cf. 2.2.2.3), extensive capacity building activities (cf. 2.2.3) and instruments, as well as ELA coordination and support. Such framework will expand the scope and geographical spread of joint activities and will help to improve the quality of cross-border enforcement of labour mobility acquis and tackle abuse more effectively. ELA will also make full use of the intelligence capacity provided by the work on labour mobility analyses and risk assessment (cf. 2.1.3) to encourage a proactive approach to concerted and joint inspections and to enable focusing on specific risk sectors, including, where relevant, through sectoral strategies elaborated with the close involvement of sectoral social partners.

Tools established by ELA will facilitate an effective follow-up to cross-border inspections, also with regard to discovered irregularities which formally fall outside ELA's mandate, but which may necessitate further action by other competent authorities at national and/or EU level. For these cases, ELA has developed a specific workflow defining the steps for processing and reporting suspected irregularities¹⁷.

2.1.2 Tackling undeclared work

2.1.2.1 Complete the transition to ELA and further development of the Platform's activities and implement its Work Programme as part of the Authority's programming cycle

The Authority will complete the transition of the Platform's activities to ELA in line with the founding Regulation (art. 16 and Annex). It will finance the activities of the Platform work programme 2021-2022 planned for 2022¹⁸. It will ensure complementarity with other ELA activities as regards addressing cross-border abuses and ensuring fair labour mobility, while retaining in particular the Platform's activities targeting the national dimension of undeclared work.

While business continuity and preservation of the Platform's successful working method is envisaged, shared objectives and synergies with other parts of the ELA work programme, for instance, related to inspections, capacity building, data exchange, and communication will be essential. An alignment of the operational planning of the different activities under the ELA umbrella will be developed as a priority. Once the Platform has been fully transferred to ELA, its annual and multi-annual programming will be integrated in the Authority's programming cycle.

¹⁷ In this context the term "irregularity" means any infringement or suspected infringement of Union Law which ELA becomes aware of as part of a concerted or joint inspection, which does not directly fall within the scope ELA. According to Article 9(9) of Regulation (EU) 2019/1149, if ELA in the course of concerted or joint inspections, or in the course of any of its activities, becomes aware of suspected irregularities in the application of Union Law, it may report such suspected irregularities, where appropriate, to the Member State concerned and to the Commission. The Authority also works in close cooperation with other decentralised Union agencies and specialised bodies.

¹⁸ The European Platform tackling undeclared work adopted its Work Programme 2021-2022 on 6 October 2020 and the Authority's Management Board endorsed it in December 2020. At this time, the Platform was not yet fully integrated into ELA as a permanent Working Group.

2.1.2.2 Strategy for enhanced development and dissemination of expertise on tackling undeclared work

The Authority will strengthen the development and dissemination of expertise on tackling undeclared work by focusing on facilitating exchange of good practices, training activities, peer reviews, benchmarking exercises and information campaigns, where necessary taking into account sectoral specificities.

2.1.3 Analysis and risk assessment

2.1.3.1 Analytical and risk assessment capacity

ELA will make gradual use of its increasing analytical and risk assessment capacity provided by the work on labour mobility analyses and risk assessment to base its activities on a solid analytical understanding of the socio-economic, legal, and policy challenges of EU labour mobility. The analytical and risk assessment capacity will be deployed to promote cooperation and exchange of information between national competent authorities, encourage a proactive and knowledge led approach to concerted and joint inspections, as well as to support capacity building, and other relevant ELA activities. In the long-term, ELA will also strive to organise peer reviews on a voluntary basis among Member States on the implementation, practical application, and enforcement of the EU labour mobility acquis, with a view to identifying and filling information gaps for individuals and employers, and for contributing to the carrying out of its capacity building activities. The outcome of ELA's analytical and risk assessment work will also be shared with the European Commission and concerned Member States, with the aim of jointly exploring and outlining possible measures to address identified weaknesses.

In continuation to the activities undertaken by ELA in 2021 in the field of labour mobility analyses and risk assessment, ELA will maintain its approach to integrate labour mobility analyses and risk assessment in already existing structures such as Working Groups and the Stakeholder Group, including, where necessary, conveying ad hoc expert forums.

2.2 Pillar II: Cooperation

The Authority will facilitate cooperation and exchange of information between Member States, mediate and facilitate a solution in cases of cross-border disputes, and support Member States with capacity building activities. Under this pillar, the Authority delivers on the tasks specified by Articles 7, 11, 13 and 32 of the ELA Regulation.

The Cooperation pillar will be a hub of cooperation thanks to its three essential components – cooperation and National Liaison Officers (NLOs) office, mediation, and capacity building. It will offer a platform for Member States for cooperation and exchange of information with each other through a cooperation framework facilitated by ELA, aiming at facilitating and enhancing cooperation between Member States. It will include a mediation procedure that complements this framework, offering a comprehensive approach and systematic follow-up to dispute settlement, in case cooperation does not lead to a satisfactory outcome between the Member States. It will also ensure that ELA's stakeholders have the necessary capacity consisting of knowledge, procedures, and tools to work with ELA on ensuring fair and effective labour mobility.

2.2.1 Mediation between Member States

The Authority is responsible for mediating and facilitating a solution in cases of cross-border disputes between Member States, without prejudice to the competence of the Administrative Commission¹⁹ in this area. Member

¹⁹ Established by Article 71 of Regulation (EC) No 883/2004 on the coordination of social security systems.

States will be able to refer disputes regarding individual cases of application of Union law covered by the ELA Regulation to the Authority for mediation after failing to solve them by means of direct contact and dialogue. Mediation will be conducted only with the agreement of all Member States that are party to the dispute. The purpose of such mediation shall be to reconcile divergent points of view between the Member States that are party to the dispute and to adopt a non-binding opinion.

The Authority will launch the mediation procedure upon request of one or more Member States, upon referral of a case by the SOLVIT network for its consideration, or on its own initiative. For disputes relating to social security, the Administrative Commission will be informed. In this regard, disputes relating fully or partly to social security will be processed according to a cooperation agreement between the Authority and the Administrative Commission. Once the necessary framework is set up, the mediation function will be organised around the following three activities:

2.2.1.1 Mediation activities

As from 2022, the ELA mediation function is expected to become operational²⁰. Member States as well as ELA on its own initiative, including for cases referred by the SOLVIT network²¹ will be able to refer dispute cases in relation to relevant Union law to ELA for mediation. The referred cases will be processed in accordance with the work arrangements and rules of procedure that are planned to be established in 2021. In case a dispute relates fully or partly to matters of social security, the Administrative Commission will be informed and the procedures in the future cooperation agreement, which are aimed at ensuring good cooperation, coordination of activities, and avoidance of duplication, will be followed.

2.2.1.2 Expertise and technical support for capacity building, information and communication activities

The Authority will carry out a series of training and knowledge sharing activities in order to inform, and where necessary train, the relevant institutional actors, including the appointed mediators and members of the mediation board, Authority staff members dealing with mediation, and national authorities on its rules of procedure, working arrangements and on mediation skills and techniques. The Authority will also strive to have access to the experience and knowledge of experts dealing with dispute resolution in other areas, and in particular of the members of the Conciliation Board, as set-up by the Administrative Commission in the social security coordination field. Periodic exchanges of experiences, views and good practices in the area of mediation will also be encouraged between ELA and other stakeholders dealing with dispute resolution in the area of labour mobility.

Furthermore, once the mediation function becomes operational, a series of activities will be carried out to publicise the Authority's mediation function. A digital repository of cases resolved through mediation by the Authority will be set up, to be used as a reference by all Member States. It will include information such as actors involved, subject matter, lessons learnt, etc. All information regarding the mediation procedure in specific cases shall be processed in accordance with the provisions of GDPR and Article 13(8) of the founding Regulation.

These activities will be developed and implemented in close cooperation with the capacity building team (capacity building activities & knowledge sharing) and the communication team (awareness raising campaigns), and in close cooperation with other teams concerned.

²⁰ Provided that the work planned for 2021 was completed successfully and the Work Arrangements, Rules of Procedure and Cooperation Agreement with the Administrative Commission were adopted by the Management Board.

²¹ As provided in recital 23 of the ELA Regulation.

2.2.1.3 Monitoring, evaluation and reporting activities

Once the ELA mediation function becomes operational, the Authority will fulfil its various reporting obligations as provided in the founding Regulation, including reporting to the Commission twice a year on the outcome of mediation cases it has conducted and about cases which were not pursued. Where necessary, the reports to the Commission shall include recommendations for policy follow-up where changes to EU labour mobility rules or guidance may appear necessary, on the basis of the experiences gained from cases processed under ELA's mediation procedure. ELA will also monitor and follow-up on the implementation by the Member States of the opinions and recommendations delivered during the first and second stages. By 1 August 2024, the Authority will report to the Commission on the experiences gained from the mediation procedure, as provided in Article 40 of the founding Regulation.

2.2.2 Cooperation and National Liaison Officers (NLOs) Office

In order to facilitate an effective application and enforcement of Union law within the scope of the founding Regulation, ELA will support the cooperation and timely exchange of information between the Member States.

National Liaison Officers and other ELA staff will work together to support enhanced cooperation between Member States as well as Member States' compliance with cooperation obligations, speed up exchanges between them through direct contacts and procedures dedicated to reducing delays, and ensure links with other national liaison offices, bodies, agencies, networks, and contact points established under Union law, including the national liaison offices and authorities on the posting of workers.

The Authority will promote existing platforms for the exchange of information and encourage the use of innovative approaches to effective and efficient cross-border cooperation, as well as foster further digitalising and improvement of IT tools aimed at accelerating procedures and the detection of fraud.

2.2.2.1 Cooperation and information exchange framework between national authorities

Pursuant to Article 7(1)(a), (b), (d) and (2) of the founding Regulation, upon request of one or more Member States, ELA shall, with the assistance of the NLOs, contribute towards:

1. supporting national authorities in the identification of relevant contact points of national authorities in other Member States;
2. facilitating the follow-up to requests and information exchanges between national authorities by providing logistical and technical support, including translation and interpretation services, and through exchanges on the status of cases;
3. facilitating and supporting cross-border enforcement procedures relating to penalties and fines;
4. and providing information to support the Member State concerned in the effective application of the Union acts falling within ELA's competence.

In order to support Member States in their effective compliance with cooperation obligations, and in accelerating the exchange of information between Member States, ELA will establish efficient and effective workflow guidelines for dealing with requests for assistance and information from one or more Member States. Moreover, ELA will provide information to Member States upon their request, in order to support them in their effective application of the Union acts that fall within the Authority's competence.

2.2.2.2 Promoting enhanced cross-border cooperation

ELA will take steps towards further strengthening the cooperation between the Member States through a three-fold process of:

1. analysis of causes and roots of problems and obstacles in the area of cooperation and exchange of information between Member States, as well as their scope and dimension;
2. gathering, sharing, and disseminating experiences and good practices in relation to cooperation²²;
3. mutual learning and understanding programme aiming at coherent application of EU law within ELA's remit and development of common non-binding guidelines for the use of Member States²³;

ELA will aim to identify existing problems in the cooperation between Member States. Once this information is collected, the underlying causes will be analysed, and potential solutions towards their resolution will be explored and facilitated. The outcome of this analysis will be the subject of various capacity building activities, focused on particular areas and/or target groups.

The Authority will provide measures for the NLOs to remain in close contact with their administration and other national administrations, to stimulate and conduct discussions on issues concerning the enhancement of cross-border cooperation, and to effectively exercise their liaison and cooperation functions.

2.2.2.3 Promoting the use of electronic tools and procedures for effective and efficient cross-border cooperation

ELA will also aim at promoting the use of electronic tools and procedures for message exchange between national authorities, including the Internal Market Information system (IMI). The use of innovative approaches to effective and efficient cross-border cooperation will be encouraged. This will include the promotion of the potential use of electronic exchange mechanisms and databases between Member States to facilitate the access to data in real time and detection of fraud. In line with the above, ELA will aim at suggesting possible improvements in the use of those mechanisms and databases.

ELA will also analyse its operational ICT needs, including electronic data exchange and the possible use of IMI and other electronic systems for all of ELA's operational tasks, in particular those tasks which require the exchange of data and information between ELA and the Member States.

2.2.2.4 Reporting activities

Once the task of cooperation and exchange of information between Member States is fully structured and developed, the Authority will fulfil its reporting obligations as provided in Article 7(1)(e) of the founding Regulation, consisting in reporting to the Commission twice a year about unresolved requests between Member States, with a consideration whether to refer those to mediation.

On the basis of the experiences gained under the established cooperation framework, ELA will aim at identifying areas where further development of electronic exchange mechanisms and databases may be necessary, and will provide reports to the Commission, as provided by Article 7(4).

²² See point 2.2.3.2

²³ See point 2.2.3.2

2.2.3 Capacity Building

The Authority, in line with its founding Regulation, aims to support Member States with capacity building in order to promote the consistent enforcement of Union law in the area the Authority is operating in. To this end, ELA will cooperate with Member States and, where applicable, social partners, to foster the necessary capacities at national level supporting the enforcement of fair labour mobility. The Authority seeks to further develop, where appropriate, cooperation with relevant EU institutions, agencies, services and networks. Cooperation with the EURES network, the Working Group Platform to enhance cooperation in tackling undeclared work and other activities of ELA, may also be a component in carrying out this task.

Following preparatory actions and pilot projects, from the beginning of the programming period, the Authority will further roll out its capacity building activities across its operational areas, resulting in the establishment of the ELA Capacity Building Centre. Mapping stakeholders' training needs will be an important driver for the activities the ELA Capacity Building Centre will provide. The Authority will therefore seek to systematically assess training needs. This shall be a dynamic process, allowing ELA to react to emerging issues from relevant stakeholders. The activities throughout 2022-2024 will consist of the core capacity building activities and coordination, information, and communication activities to support and ensure the reach of these activities and the engagement of ELA's stakeholders.

2.2.3.1 ELA Capacity Building Centre activities

The Authority will continue assisting its operational areas in the development of different capacity building activities. In line with its founding Regulation, ELA shall in particular focus on setting up non-binding guidelines, promote and support mutual assistance, promote the exchange and dissemination of good practice, develop sectoral and cross-sectoral training programmes, and contribute to awareness raising campaigns. The ELA Capacity Building Centre will build the framework for such activities, offering both online and offline training catering for different learning needs and knowledge levels, dedicated training material, self-directed learning tools, and engage, wherever possible, in innovative learning approaches.

2.2.3.2 Promoting mutual learning and understanding, and the exchange of good practice

With the aim of promoting mutual learning and understanding among its stakeholders, as well as fostering the identification and the exchange of good practices between the Member States, ELA will employ different approaches to encourage such learning.

Firstly, ELA seeks to collect good practice examples in order to build up an internal inventory of good practice examples. This on-going call for Member States to submit measures may be accompanied by events showcasing good practices in different areas the Authority is operating in, also taking account of the overarching trends of, for example, digitalisation and labour market segmentation with relevance to labour mobility.

A second initiative which falls into this area is the setting up of an ELA Mutual Learning and Understanding Programme, aiming at more coherent practical application of EU law within the scope of the founding Regulation. Under this programme, issues in the application of EU labour mobility law will be identified and national authorities brought together to discuss policy responses and produce written follow-up material, where appropriate.

2.2.3.3 Promoting Capacity Building activities and strengthening ELA's internal capacity

From 2022 onwards, the Authority will start implementing its multiannual capacity building strategy (2022-2024) with a range of different activities across its operational areas after having taken on board stakeholders' feedback

on the strategy and key activities proposed. ELA will also organise various capacity building activities to respond to emerging trends, needs, and demands, and to improve the level of cross-sectoral understanding of, *inter alia*, EU labour mobility rules, systems, and procedures by the Authority's key stakeholders.

Motivating stakeholders to participate and fostering their engagement in the ELA Capacity Building Centre activities will play an important role in the set-up of networks of experts revolving around the Authority's core tasks. For that purpose, ELA will explore different ways to facilitate stakeholder engagement throughout the learning cycle, including setting up dedicated communities of practice. ELA may also look into the possibility of setting up an expert panel on capacity building, offering both strategic and operational input for the Authority as well as the possibility of entering strategic partnerships with institutions at the national and EU level to further strengthen ELA's capacity.

2.3 Pillar III: Information

The work of the Authority dedicated to Information and EURES is delivered under pillar III, and is addressing the tasks specified by Articles 5 and 6 of the ELA Regulation.

2.3.1 Information and services

Reliable, accessible and holistic quality information about rights and obligations in the areas of labour mobility and social security coordination and the facilitated access to relevant services lie at the heart of the Authority's mandate to facilitate fair and effective labour mobility for individuals and employers.

Throughout the period of 2022-2024, the Authority will deepen its work on facilitating access to information and services for individuals and employers and their social partner organisations. A priority since 2020, ELA will increment efforts and further articulate the work done so far through a tailored sectoral focus and the development of specific support tools and activities. The Authority will aim at establishing itself as the main hub for discussing and coordinating EU and national information sources on labour mobility and services to mobile individuals, workers and employers, increasingly through the provision of support services to national administrations and the social partners. The Working Group on Information will constitute the main forum for exchange and strategic discussion with the representatives of national administrations, the social partners, and the European Parliament. The Working Group will be complemented by workshops that will be convened on an ad-hoc basis to discuss activities related to a particular sector, such as international road transport, agriculture, or construction.

ELA will strive for ever tighter synergies with the EURES portal and network in the development of its information and service activities.

The Authority's work in the period 2022-2024 will cover the following activities:

2.3.1.1 Labour mobility section on the *Your Europe* website

The activities of the Authority in the field of information will complement and contribute to the initiative of the single digital gateway²⁴ (SDG) – an online single point of access to information, procedures and assistance services for individuals and businesses who want to get active in another Member State. The Authority will feed into the SDG by providing inputs to the restructuring and upgrading of Your Europe and the EURES portal as the main EU websites of information. In line with available resources, ELA will undertake feasibility studies to explore a) further innovative developments of these EU websites in an integrated, coherent, and user-friendly manner, including all

²⁴ Established by Regulation 2018/1724, the single digital gateway provides a single point of access to information, procedures and assistance services online that citizens and businesses need to get active in another EU country.

necessary information and access to services for individuals, businesses, and social partner organisations as regards to all aspects of EU labour mobility; and b) the development of innovative tools to be produced at EU level, such as mobile phone applications or wiki-webpages to be jointly managed with the Member States and/or the social partners. Particular attention will be dedicated to the provision of information and services concerning the posting of workers, including in the road transport sector, taking into account all relevant aspects for employers and workers. At the same time, activities listed under point (b) will contribute to the SDG by working together with the Member States on the relevant national websites of information.

2.3.1.2 Support the development of national information tools and activities to mobile individuals and employers

ELA will develop extensive support to the development of national information tools and activities targeted at mobile individuals and employers. It will focus on online tools, as well as on traditional offline information and service instruments and channels to adapt to the needs of particular societal and sectoral segments. Firstly, it will promote a permanent forum for the peer review of national websites on labour mobility, including the single national websites on posting of workers, while fostering the exchange of information practices between the Member States and the social partners. Secondly, it will support information activities through the development of methodological tools (such as templates for information, checklists, joint approaches) aimed at assisting national administrations when designing and updating their national websites. Thirdly, ELA will progressively provide tailor-made support services to national administrations and social partners in need of further developing information and service instruments. It will thus organise hands-on workshops and individualised assistance to support the further development of national websites, targeted campaigns, as well as direct support for translations into other languages of webpages providing information to mobile individuals and employers. Concerning the facilitation of access to services, ELA will regularly convene existing services in the framework of EU labour mobility, such as the Bodies for free movement²⁵ and the National Liaison Offices on the posting of workers²⁶ to develop common information material, exchange practices, and develop common guidelines for the provision of assistance to workers and employers, in cooperation with the relevant social partners. ELA's activities will address all labour mobility areas in a strategic manner and undertake sector-specific initiatives, including in the fields of road transport, construction, and seasonal work, in coordination with the EU sectoral social dialogue committees

2.3.1.3 Expertise and technical support for capacity building, information campaigns and actions

With a view to strengthening national information capacities across the EU, ELA will organise specific trainings, mutual learning workshops, and develop communities of practice for national administration staff as well as other stakeholders including the (sectoral) social partners on online and offline communication methods and tools. This activity will be implemented in close cooperation with Pillar II, with the team coordinating capacity building and trainings. Through the National Liaison Officers, ELA will strive to organise activities in the Member States by convening the relevant stakeholders in particular areas and addressing their information needs. ELA will also collect inputs from EU sectoral social dialogue committees to address sector-specific, concrete needs of workers and employers during these activities. Moreover, in close cooperation with the Commission, ELA will periodically support specific information campaigns and actions directed to individuals and employers on specific aspects of EU labour mobility legislation, including in particular sectors, such as road transport. These activities will be developed and implemented in close cooperation with the communication team.

²⁵ Designated in each Member State under the Directive 2014/54 on measures facilitating the exercise of rights conferred on workers in the context of freedom of movement for workers

²⁶ Directive 96/71/EC, Article 4.

2.3.1.4 Cooperation with relevant EU mobility networks

ELA will strive for close integration and complementarities with the activities of the EURES network, in the field of information provision and services. In addition, ELA will ensure tight cooperation with relevant EU mobility networks, including the Bodies for free movement, SOLVIT, and Your Europe Direct services to individuals and businesses. The objective will be to complement their services where necessary and to improve the provision of information as one response to recurring problems encountered by individuals, workers, and employers when operating across borders. It will set in place an internal mechanism to transmit and discuss such problems with the relevant authorities, including also carrying out labour mobility analyses and risk assessments by ELA.

2.3.2 EURES

Following the transfer to ELA, the EURES network and its services will fully integrate into a comprehensive and coherent strategy supporting fair and effective mobility in Europe.

The Authority's work in the period 2022-2024 will cover the activities presented in the following sections.

2.3.2.1 Assist the EURES Network

ELA will manage the European Coordination Office (ECO) and assist the EURES Network in carrying out its activities. Doing so, it will further develop them in line with the results of the evaluation²⁷ and ensure a strong integration and coherence with the other ELA activities - most notably in the field of facilitating access to information. It will also align EURES with the overall ELA communication activities, so as to develop a consistent approach that supports labour mobility. In this context, the EURES network will continue to actively contribute to the development and implementation of ELA's information activities such as campaigns targeting individuals and employers, and particular segments or sectors thereof. In addition, ECO will continue working to expand EURES placements and post-recruitment assistance for workers in the EU after the slowdown caused by the COVID-19 pandemic.

ECO will work on the expansion of the Network by supporting Member States in the admission of new Members and Partners with a view to improve and increase the services offered to jobseekers and employers. Information and communication activities will implement the EURES communication strategy (2021-2024) and will be carried out with a view to improve the matching between jobseekers and employers (including through E(O)JDs), also with a sector-specific perspective, and to enhance the visibility of EURES, exploiting synergies with the general ELA information and communication activities.

ELA will ensure the provision of a common training programme for the staff of the EURES Members and Partners and of the National Coordination Offices (NCOs) to continuously improve the quality of services provided and adapt the staff to current labour market trends. In addition, EURES staff will benefit from the capacity building (c.f. 2.2.3) activities organised within the Authority. ELA will continue developing the work on identifying labour shortages in different countries and sectors, and will distribute this information regularly, so that Members and Partners can adapt their collaboration and recruitment activities to recent developments on the labour market.

ELA will improve the Performance Management System to build a more reliable and high quality source of information on EURES results and allow for cross-analysis of indicators, taking into account the requirements of

²⁷ Report from the Commission to the European parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on the operation and effects of Regulation (EU) 2016/589 on a European network of employment services (EURES), workers' access to mobility services and the further integration of labour markets (submitted pursuant to Article 35 of Regulation (EU) 2016/589), COM/2021/452 final.

the data and information collection under the single digital gateway²⁸ that are further specified in the Commission Implementing Regulation (EU) 2020/1121.

2.3.2.2 Manage the EURES Portal

ELA will manage and be the business owner of the EURES Portal²⁹ where job vacancies provided by the EURES Members and Partners are published, and will define user needs and business requirements with a view to further develop the functionalities of the Portal and the related IT services, thus improving user experience and the Portal's usability and interoperability, including with other EU portals, notably Europass. ELA will continue supporting the development of automated matching through the common IT platform, using the ESCO classification³⁰, and the interoperability between national systems and the ESCO classification, in line with the new EURES Regulation from 2016. ELA will focus on improving the data quality related to CVs and job vacancies by improving data validation, providing data quality reports, and supporting National Coordination Offices, in line with user feedback and the ex-post evaluation³¹. ELA will make sure that new EURES Members and Partners are smoothly integrated to the portal.

ELA will ensure the continuity of the Helpdesk service for all users of the Portal. Synergies with the rest of ELA's information activities will be exploited, in particular in relation to the Living and Working Conditions section of the EURES Portal³² and the information provided on Your Europe webpages on labour mobility. ELA will provide translation to the updated information available on the EURES Portal.

2.4 Horizontal areas

Under the horizontal areas of ELA's operation, two main types of functions are delivered: *Governance and coordination*, and *Resources*.

Tasks related to **Governance and coordination** cover the Authority's overall governance, strategic policy coordination, external relations, compliance, programming and reporting, and communication activities.

Under **Resources** are included all the tasks that are defined and required to enable ELA's effective functioning: Human Resources, Finance, budget and procurement, and ICT and facilities.

The horizontal activities of ELA are introduced here, in the next subsections.

²⁸ Regulation (EU) 2018/1724 of the European Parliament and of the Council of 2 October 2018 establishing a single digital gateway to provide access to information, to procedures and to assistance and problem-solving services and amending Regulation (EU) No 1024/2012.

²⁹ EURES Portal's technical operation and IT development will remain the responsibility of the European Commission.

³⁰ ESCO (European Skills, Competences, Qualifications and Occupations) is the European multilingual classification of Skills, Competences and Occupations.

³¹ Cf. footnote 29

³² <https://ec.europa.eu/eures/main.jsp?acro=lw&lang=en&catId=490&parentId=0&lang=en&app=4.7.1-build-0>

2.4.1 Governance and coordination

2.4.1.1 Governance, policy coordination, planning & programming

ELA's objective will be to be governed through efficient, coherent, and effective management systems and processes to ensure the well-functioning of ELA's management structures, proper planning of activities, allocation of resources, policy coordination of operational activities, information workflows within the Authority, stakeholder engagement, environmentally sound policies and management, and to provide an assurance of the conformity and quality of outputs to the ELA's management structures.

Emergency situations and contingency plan. The experience of the COVID-19 crisis showed the necessity of having a contingency plan in case of emergency situations to ensure ELA's business continuity and to react adequately to the emerging needs of Member States, individuals, and employers. Throughout 2022-2024, the Authority will develop a contingency plan to allow a redirection of necessary operational resources for emergency response. It will also work on a contingency plan to ensure business continuity of the Management Board and other governing structure in emergency situations.

2.4.1.2 Compliance and internal control system

ELA's objective will be to operate in full compliance with the legal framework set in its founding Regulation and other applicable regulations.

Internal workflows and standard procedures will be further developed in order to clarify applicable procedures, responsibilities, and actors. Such policies will support the managerial oversight in the Authority's decision making process, ensure an appropriate information flow and enhance control structures and compliance with the regulatory framework of the Authority. The focus for the development of such workflows and procedures will result from the outcome of internal risk assessment and identified areas of potential internal control deficiencies as well as from the first audit findings and recommendations from the IAS and Court of Auditors.

The Internal Control function will support the process by ensuring that an appropriate internal control system is in place to deliver on risk management, sound financial management, fraud prevention and compliance. ELA will aim to follow the state-of-the-art developments in all policy areas of its operation as well as in policies, strategies, including contingency planning.

2.4.1.3 Communication and outreach

ELA's communication activities are a tool for the Authority to achieve its mission – assisting Member States and the European Commission in their effective application and enforcement of Union law related to labour mobility across the Union and the coordination of social security systems within the Union. The Communication and dissemination plan developed by ELA provides an overview of the Authority's communication objectives, target audiences, main messages, and channels and will be the basis for the activities in the field. ELA's communication objectives are the following:

- ▶ Increase and improve access to information – primarily through an improved website and collaboration with multipliers.
- ▶ Build relationships with stakeholders and identified target groups.
- ▶ Improve the visibility of ELA and its work towards other EU bodies, relevant national institutions, social partners, individuals and companies.

To this end, ELA will continuously improve its website, consolidate its presence on the existing social media channels, identify communication contact points in national authorities that can work as multipliers, and organise at least one campaign and a conference per year.

ELA will also develop new communication content (such as web articles, videos, electronic publications) to be disseminated either through its website, or a newsletter, or via new online formats.

2.4.2 Resources

2.4.2.1 Management of financial resources

ELA will continue to ensure efficient planning and implementation of its annual budget in conformity with its Financial Rules, its Annual Procurement Plan, and its internal business processes. Throughout the period 2022-2024, ELA will face a gradual increase of its annual budget with 2024 being the year where ELA will reach its maximum budget according to its legislative financial statement. Moreover, ELA will continue to move towards paperless processes with the implementation of EC corporate IT tools such as eProcurement, while continuously reviewing its business processes and templates.

2.4.2.2 Management of human resources

ELA will continue to grow until reaching its full capacity with a total of 144 staff members by 2024, all categories combined. Recruitment will therefore continue to be a key activity during the programming period, based on open and transparent selection procedures and aiming at gender and geographical balance. At the same time, the consolidation of the organisation will require further development of the internal Learning & Development activities for staff, with the aim of both integrating newly recruited colleagues and helping the development of existing ones. ELA will also have to manage and further develop HR processes and procedures, for example performance appraisal and reclassification, and further ensure the effective adoption and implementation of HR rules and regulations in line with the Authority's mission and objectives, and the Staff Regulations (SR) (Art.110 of SR). In short, over the period 2022 to 2024, ELA should experience further growth and consolidation as an attractive and dynamic place to work to make sure it recruits and further develop its staff to fulfil its potential.

National Liaison Officers. In accordance with Article 32 of Regulation (EU) 2019/1149, each Member State shall designate one National Liaison Officer to the Authority to work at its seat as a seconded national expert. The National Liaison Officers (NLOs) working within the Authority will support Member States in ensuring better understanding of national legislations, compliance with cooperation obligations, speed up exchanges between them through procedures dedicated to reducing delays, and establish links with national bodies and contact points. NLOs will:

- ▷ Contribute to executing the tasks of the Authority, including by facilitating the cooperation and exchange of information and by supporting concerted and joint inspections (the NLOs will also receive notifications on the organisation of a concerted or joint inspection in their Member State).
- ▷ Act as national contact points for questions from their Member State and relating to their Member State, either by answering those questions directly or by liaising with their national administrations.

- ▷ In performing the tasks, NLOs are entitled to request and receive all relevant information from their Member States, while fully respecting the national law of the Member States, in particular as regards data protection and the rules on confidentiality.

Given the key role of National Liaison Officers (NLOs) in facilitating the cooperation among Member States, ELA will further develop specific measures to ensure a smooth integration of NLOs functions with all strands of ELA's activity as well as mutual knowledge-sharing.

2.4.2.3 ICT, building and environment

ICT. ELA will continue to build on the Digital Strategy and Cloud based services and strengthen its commitment to outsourcing of services and hosting of its ICT services in the Cloud. The termination of the Cloud Broker Framework Contract will force ELA to devote much time and effort to the planning and execution of the migration of all services to the new DIGIT managed Cloud II Framework Contract. Testing of the teleworking capabilities of ELA will be exercised annually, where the entire organisation will operate via teleworking, to ensure that all staff are able to adequately perform their duties from their home, or remotely. This is a fundamental part of ELA's Digital strategy to ensure that the organisation is fully capable of operating efficiently in the unlikely event there are future needs for mass lockdowns, as have occurred during the COVID-19 pandemic in 2020 and 2021.

Where necessary, ELA will commence the review of other ICT systems that may be necessary to support the various tasks of the organisation.

Performance indicators will be used for measuring the future performance of the new Cloud II Framework Contract vendors, once all applicable services have been fully migrated to the new contract.

ELA will also ensure the implementation of means for managing and monitoring the ICT infrastructure and the successful deployment of technology & services, such as Change Management, Service Management, Incident Reporting, Operational Management, Business Continuity and Critical Incident Management.

Building. The main construction work should be completed; however, this period will be allocated for the completion of any of the fit out works that have been delayed in 2021, in order for the offices to be completely ready for occupation at the earliest opportunity.

A series of Key Performance Indicators will be established for the building and the occupancy, measuring the success of the Seat and the staff occupying it.

Environment. ELA will consider the environmental and climate impact of its decisions across all activities, taking due assessment of the impact to the environment when considering missions, power consumption, waste products and the materials consumed. Examples of this are:

1. Printing policy that discourages the physical printing and also reducing the amount of colour printing, by limiting the number of colour printers to one. Personal printers will not be permitted at the premises, as the follow-me printing provides sufficient privacy for printing of sensitive documents.
2. Avoiding ICT infrastructure on premise, taking more advantage of Cloud services, where power consumption is shared with other customers.
3. Enabling technologies that promote online collaboration and thus reducing the reliance on missions and the toll these have on the environment, but also encouraging staff to hold AV conferences at their desk/teleworking, thus saving on the consumption of expensive meeting room capacity.

Furthermore, ELA's headquarter in Slovakia (the building Landererova 12 or L12), to which ELA has moved to in 2021, has received the Leadership in Energy and Environmental Design³³ (LEED) Gold certificate. L12 is a latest-generation office building completed in 2018 and fulfils the European Commission's rigorous criteria for technical design, quality, and ecology (see Annex VI. Environment Management for more information).

2.5 Overview of multiannual objectives and indicators

The following table presents in more detail the objectives covered by each pillar and some tentative indicators³⁴ are proposed.

Table 2. Specific multiannual activities, objectives and indicators

Pillar	Activities & objectives	Performance Indicators
Enforcement	<p>Concerted and Joint Inspections</p> <ul style="list-style-type: none"> ▶ Coordinate and support the planning, execution and follow-up of cross-border inspections, in close cooperation with the Member States; ▶ Support the work of Member States and other relevant stakeholders on cross-border labour inspections by developing tools and procedures and by providing conceptual, logistical and technical support, and, where appropriate, legal expertise; ▶ Handle requests for inspections and cases submitted by Member States and social partner organisations at national level; ▶ Propose to Member States to carry out concerted or joint inspections; ▶ Coordinate the activities of the Working Group on Inspections composed of experts appointed by Member States, Union level cross-industry Social Partners, the European Commission and other independent experts³⁵; organise a reflection on the future of the Working Group, including its mandate and composition; ▶ Contribute with expertise in the area of enforcement to the development of training, capacity building and communication activities related to inspections; 	<ul style="list-style-type: none"> ▶ Level of stakeholders satisfaction with ELA developed tools and procedures; ▶ Number and impact of cross-border inspections (in total and by sector) coordinated and supported by ELA, including at the request of Member States, suggested by ELA or resulting from cases submitted by national social partners; Number of Member States participating in cross-border inspections coordinated and supported by ELA; Number of cases where ELA or Member States decided not to participate; Satisfaction rate with ELA coordination and support; ▶ Number of mutual learning and training activities organised or supported; Number of participants trained; Satisfaction rate with ELA capacity building activities and instruments; Number of campaigns and other communications activities organised or supported;

³³ LEED is an internationally recognised green building certification system that provides a point system to score green building design and construction. The system is categorized in five basic areas: Sustainable Sites, Water Efficiency, Energy and Atmosphere, Materials and Resources, and Indoor Environmental Quality. Buildings are awarded points based on the extent various sustainable strategies are achieved. The more points awarded the higher the level of certification achieved from Certified, Silver, Gold, to Platinum.

³⁴ The Authority intends to develop a performance management framework, which will include KPIs both for multiannual objectives and for the annual activities.

³⁵ As a Management Board member, the independent expert appointed by the European Parliament to ELA's Management Board may appoint, like all Management Board members, either himself or other experts to ELA's Working Groups. These are referred to here as 'other independent experts'.

<ul style="list-style-type: none"> ▶ Cooperate with the European Commission, Member States and other EU agencies and stakeholders in the field of inspections. 	<ul style="list-style-type: none"> ▶ Collaboration with strategic partners.
<p>Tackling undeclared work</p> <ul style="list-style-type: none"> ▶ Enhance cooperation between Member States' relevant authorities and other actors involved, including through facilitation of information exchange, in order to tackle more efficiently and effectively undeclared work in its various forms and falsely declared work associated with it; ▶ Improve the capacity of Member States' relevant authorities and actors to tackle undeclared work regarding its cross-border aspects; ▶ Increase public awareness of issues relating to undeclared work and of the urgent need for appropriate action as well as encourage Member States to step up their efforts to tackle undeclared work; ▶ Improve the knowledge of undeclared work, including causes, regional differences, and cross-border aspects thereof; ▶ Establish tools for efficient sharing of information and experiences; ▶ Develop a peer-learning programme for the identification of good practices in all areas relevant for tackling undeclared work. 	<ul style="list-style-type: none"> ▶ Business continuity in the activities of the Platform; ▶ Number of mutual learning activities, awareness events organised and tools developed; number of stakeholders participating and their satisfaction levels; number of reports prepared.
<p>Analysis and Risk Assessment</p> <ul style="list-style-type: none"> ▶ Assess risks and carry out analyses regarding labour mobility and social security coordination across the Union, in cooperation with Member States and, where appropriate, social partners, to keep track of emerging trends, challenges or loopholes and outline possible measures to address identified weaknesses; ▶ Conduct mappings and gather information to provide an analytical basis for the work of the Authority, and inform activities on all areas under ELA's responsibility; ▶ Cooperate with the European Commission, Member States and other EU agencies and stakeholders to gather and exchange information and data, and to promote synergy of action and avoid duplication or unnecessary overlaps; ▶ Promote and support risk assessment systems at national level and facilitate mutual data exchange and cooperation between the Member States; ▶ Organise peer reviews on voluntary basis among Member States on selected topics of interest for cross-border labour mobility policy and social security coordination within the Union. 	<ul style="list-style-type: none"> ▶ Number of analytical activities (mappings, analyses, reports, etc.); ▶ Number of topics and sectors covered; ▶ Number of meetings; ▶ Number of peer reviews; ▶ Number of Member States involved; ▶ Number of stakeholders involved; ▶ Impact and follow-up by other ELA activities.

Mediation

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| <ul style="list-style-type: none"> ▶ Set-up and maintain the necessary structure which enables the mediation procedure to function efficiently and effectively, including the appointment of mediators and the panels of the Mediation Board; ▶ Implement the rules of procedures and working arrangements; ▶ Ensure the quality of mediation, monitoring and following-up with the Member States that were party to a dispute on the measures taken for following up non-binding opinions agreed during the mediation procedure; ▶ Keep records of disputes referred for mediation, and their outcome, and prepare any necessary actions as provided for in the rules of procedures and working arrangements; ▶ Maintain close cooperation with the Administrative Commission on the coordination of social security systems and other stakeholders involved in the mediation process; ▶ Carry out information and communication activities in relation to mediation; ▶ Comply with the monitoring, evaluation, and reporting obligations in relation to mediation. | <ul style="list-style-type: none"> ▶ Number of disputes submitted by Member States, SOLVIT or suggested on ELA's own initiative for mediation; ▶ Opinions adopted in accordance with the procedures and timelines specified in the Working Arrangements/Rules of Procedure; ▶ Opinions include recommendations to solve the disagreement or specific solutions; ▶ Mediation provided meets established quality control mechanisms; ▶ Share of implemented/respected opinions by the Member States party to the dispute; ▶ Opinions adopted on the basis of verified facts relating to the case; ▶ Information on website and FAQ document are accurate and easy to understand; ▶ Information about dispute cases processed by ELA and non-binding opinions adopted kept up-to-date on an electronic list; ▶ Quality of training, training materials and guidelines in relation to mediation is ensured; ▶ Relevant stakeholders in the area of mediation share experiences, views and best practices; ▶ Reporting obligations executed and contain proper reporting on outcome of mediation cases, monitoring and evaluation (including proposed amendments, if necessary); ▶ Reports completed on time. |
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Cooperation and NLOs

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| <ul style="list-style-type: none"> ▶ Facilitate the cooperation and exchange of information between Member States and supporting their compliance with cooperation obligations; ▶ Management and administration of liaison functions (NLOs), in close cooperation with other units in executing ELA's tasks and requirements as provided in Articles 5-13 and 32 of the ELA Regulation; Ensuring links with other national liaison offices, bodies, and contact points established under Union law; facilitating the follow-up to | <ul style="list-style-type: none"> ▶ Number of cases referred to ELA to facilitate cooperation and to accelerate the exchange of information; ▶ Relevant contact points of national authorities in other Member States identified following requests received; ▶ Number of cases resulting in suggested additional actions being executed under Art 4; |
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<p>requests and information exchanges between Member States;</p> <ul style="list-style-type: none"> ▶ Disseminate best practices, support to cross-border enforcement of fines; ▶ Provide information to support Member States on the effective application of EU law within the legal scope of the ELA Regulation; ▶ Promote the use of electronic tools and procedures, electronic exchange mechanisms and databases for an effective and efficient cross-border cooperation, and reporting to the Commission on the development of such mechanisms and databases. 	<ul style="list-style-type: none"> ▶ Number and impact of best practices promoted, shared and disseminated between Member States; ▶ Number of cross border enforcement procedures related to fines and penalties supported; ▶ Number of requests for information by Member States on the effective application of Union acts with regards to cooperation; ▶ Number of requests settled positively; ▶ Average length of time for settling a request referred to ELA; ▶ Number of requests settled negatively and referred to mediation in accordance with Article 13(2); ▶ Timely reporting to the Commission in accordance with Article 7(1)(e); ▶ Actions undertaken to promote the use of and further development of Electronic tools and procedures, electronic exchange mechanisms and databases, including the reporting to the Commission.
<p>Capacity Building</p> <ul style="list-style-type: none"> ▶ Support Member States with capacity building efforts aimed at promoting the effective application and enforcement of EU law within the scope of the ELA Regulation; ▶ Facilitate the development of non-binding guidelines, promote mutual assistance including staff exchanges and secondments, provide sectoral and cross-sectoral training programmes including relevant training material, and engage in awareness raising campaigns; ▶ Contribute to the design and development of ELA's horizontal capacity building strategy, assisting all operational areas in the design, delivery, and follow-up of capacity building initiatives, and generating a pool of good practice examples related to capacity building; ▶ Set-up and manage the ELA Capacity Building Centre, offering capacity building and learning opportunities to ELA's stakeholders in the area of cross-border mobility, as well as fostering good practice exchanges; ▶ Map existing structures at international, EU and national level and explore the creation of synergies by learning from and cooperating with external partners; ▶ Carry out stakeholder mapping exercises of potential target groups at national level aimed at promoting the 	<ul style="list-style-type: none"> ▶ Requests for trainings by key stakeholders; number of training activities delivered; take up by Member States; number of participants; satisfaction levels after participation; estimated impact on work of participants; Visits and downloads of guidelines and other training material from website; take up of forum and additional functions by stakeholders; stakeholders deem information and functions on website relevant.

	<p>correct implementation of EU law within the scope of ELA Regulation;</p> <ul style="list-style-type: none"> ▶ Ensure a high-quality learning offer, engaging participants in learning communities, fostering networks of experts in the short, medium and long-term. 	
Information	<p>Information and Services</p> <ul style="list-style-type: none"> ▶ Coordinate the Working Group on Information to exchange with national experts and social partners necessary activities to support information and services objectives; ▶ Organise ad-hoc expert fora to discuss sector-specific challenges with Member States and social partner experts; ▶ Contribute to an EU strategy and to the development of effective tools in the provision of information on labour mobility through EU information tools and services in cooperation with the Commission, and disseminates information on EU-level services (e.g. Your Europe Advice, SOLVIT); ▶ Support Member States in their information tools and services towards citizens, workers and employers in different mobility areas; ▶ Support Member States and the social partners in their information and service policies with a sector-specific focus, including in the road transport sector; ▶ Develop feasibility studies to explore innovative information tools, such as mobile phone applications; ▶ Facilitate cooperation between national services to mobile workers, notably including the Bodies for Free Movement of Workers, by engaging in common activities. 	<ul style="list-style-type: none"> ▶ Number and impact of updates of national and EU information tools and services; Number of visits; User satisfaction; ▶ Number of translations processed; ▶ Number of peer reviews; Satisfaction rate of participants; ▶ Number of campaigns; social media presence; ▶ Number of joint activities with other EU bodies, national authorities and the social partners.
	<p>EURES</p> <ul style="list-style-type: none"> ▶ Develop mobility support tools aiming at improving labour market matching at EU level and providing a wide range of support services to mobile workers and employers looking for such workers (the EURES network); ▶ Manage the EURES network by coordinating the activities of the European Coordination Group, the Performance Measurement System and the Programming Cycle, 	<ul style="list-style-type: none"> ▶ The indicators of the network and the portal (EURES Performance Measurement System - PMS36- core and network indicators).

³⁶ Performance Measurement System – EURES based on Commission Implementing Decision (EU) 2018/170 of 2 February 2018 on uniform detailed specifications for data collection and analysis to monitor and evaluate the functioning of the EURES network (includes for the network: Number of job applications handled and processed; Number of job vacancies handled and processed; Number of job placements effected as a result of recruitment and placement activity; Number of training activities assisting staff operating in the organizations participating in the EURES network; Number of social media publications put out by the EURES network; Number of comments, likes and shares; Number of fans; Events attended and individuals reached at events; Customer satisfaction. For the portal: Number of vacancies made publicly available and posted on the EURES portal by EURES Members and Partners; Number of visitors to the EURES Portal; Number of jobseeker profiles registered on the EURES Portal; Number of employers registered on the EURES Portal)

	<p>providing training to members and partners via EURES Academy, supporting the organisation of European Online Job Days;</p> <ul style="list-style-type: none"> ▶ Support the extension of the EURES network including cooperation and knowledge sharing on national admission systems; ▶ Awareness raising activities and effective communication of EURES activities through the coordination of the EURES News and Information Bureau and EURES communication network; ▶ Develop a knowledge base on the European labour mobility issues (analysis of shortage and surplus occupations); ▶ Identify the business needs for the EURES Portal, as the site to go to for EU for mobile workers and employers looking for such workers, widely useable and accessible, including systems and procedures for the exchange of jobs vacancies, job applications, CVs and supporting documents, including through the coordination of the Interoperability Working Group; ▶ Liaise and cooperate with the Commission related to EURES tasks remaining the competence of the Commission. 	
Governance	<p>Governance and coordination group of activities:</p> <p>Governance and External Relations</p> <ul style="list-style-type: none"> ▶ Provide the secretariat to the Management Board, including preparing the necessary logistic (e.g. preparation, meetings, documents, register, members, rules & procedures, communication, dissemination & implementation of MB decisions, etc.); ▶ Provide the secretariat to the Stakeholder Group, including preparing the necessary logistics (chaired by the Executive Director, preparation, meetings, documents, register, members, decisions, dissemination, etc.); ▶ Develop internal policies and procedures to ensure sound governance of ELA's operational activities and authority's environmental policy; ▶ Horizontal policy coordination and coordination of briefings; ▶ Coordinate relations with European Commission and EU institutions, including working arrangements with DG EMPL; ▶ Cooperate with EU bodies, agencies, EUAN, other bodies, etc.; ▶ European Parliament and Council: presenting ELA to the EMPL committee (EP), answering to Parliamentary questions; presenting ELA in the Council; ▶ Stakeholders' relations. <p>Compliance</p>	<ul style="list-style-type: none"> ▶ Compliance to regulations.

<ul style="list-style-type: none"> ▶ Legal advice and coordination; ▶ Coordination of Internal Control and Audit (Internal Control Standards, framework compliance, cooperation with OLAF, Audit, IAS, CoA, Anti-fraud, Conflict of Interest, etc.); ▶ Define and monitor the implementation of the ELA Internal Control Standards framework; ▶ Document management system (e.g. document management policy, ARES, access to documents framework , etc.). <p>Programming and Reporting</p> <ul style="list-style-type: none"> ▶ Prepare and implement the Single Programming Document; ▶ Prepare the consolidated Annual Activity Report; ▶ Performance management system – Key Performance Indicators, etc. <p>Communication</p> <ul style="list-style-type: none"> ▶ ELA Spokesperson; ▶ ELA website and ELA's corporate identity; ▶ Media content and social media (LinkedIn, Twitter, etc.); ▶ Media/press relations and events; ▶ ELA communication framework/strategy, plan, documents (factsheets, promotional documents, speeches, editorials, etc.). 	
<p>Resources</p> <p>Human Resources</p> <ul style="list-style-type: none"> ▶ Human Resources development and management; ▶ Organisational design and development, e.g. the Authority's internal structures, work environment, culture, employee engagement, diversity & inclusion, conduct, social dialogue, etc.; ▶ Workforce planning, selection procedures, recruitment, integration and exit of staff; ▶ HR administration, rights and entitlements, leave management, working conditions, etc.; ▶ HR rules, regulations, processes and procedures; ▶ Learning and development, team building and social activities; ▶ Performance and talent management; ▶ HR systems, files, database, HR analytics-metrics, etc.; ▶ HR coordination of SNEs and NLOs; ▶ Coordination and advice on HR policies, strategies, change management, organisation of work, etc.; ▶ Liaison with HR networks, EUAN, PMO, medical service and HR counterparts in other institutions. <p>Finance, Budget and Procurement</p> <ul style="list-style-type: none"> ▶ Financial, budget and procurement sound management; ▶ Development and management of financial rules, procedures and processes; 	<ul style="list-style-type: none"> ▶ Recruitment indicators; ▶ Implementation of commitment appropriations target; ▶ Reliable infrastructure and services; ▶ Increased outreach, increased visibility of the ELA website etc.

	<ul style="list-style-type: none"> ▶ Statement of estimates of revenue and expenditure as part of the Authority's single programming document, and implementing its budget; ▶ Planning and monitoring of the Authority's budget and procurement and follow up of their implementation, including regular reporting; ▶ Development of related tools and procedures, including guidelines, templates, checklists, filing, etc.; ▶ Training, advice and support on general procurement issues to ELA staff; ▶ Implementation of financial transactions; ▶ Compliance with relevant regulations, financial rules, procedures, internal rules on budget implementation, internal control statutory/regulatory requirements, keeping records up-to-date; ▶ Liaison with counterparts in other institutions. <p>ICT and Facilities</p> <ul style="list-style-type: none"> ▶ ICT strategy development; ▶ Provision of administrative ICT solutions; ▶ Supporting evolution and operation of operational ICT solutions; ▶ Implementation, operation and maintenance of the IT systems and networks of the Authority; ▶ Liaison with ICT teams of partners and other EU bodies; ▶ Facilities coordination; ▶ Inventory of assets, office supplies; ▶ Safety and security; ▶ Monitoring and supervising service provider contracts; <p>In addition, the following tasks:</p> <ul style="list-style-type: none"> ▶ Host Agreement and implementation; ▶ General administration; ▶ Information Security; ▶ Legal administration and data protection (DPO function will report directly to the Executive Director). 	
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While the indicators presented in the table above are tentative, during 2021 and 2022, the Authority will be engaged in developing more structured Key Performance Indicators (KPIs) and on developing a Performance Scoreboard. This will allow for an effective assessment of results achieved against objectives, both regarding the achievement of strategic and operational objectives including human and financial resources management.

2.6 Human and financial resource – outlook for 2022-2024

2.6.1 Overview of the past and current situation

The Authority's human and financial resources have been growing since its establishment, as shown in the following table:

Table 3. Overview of past and current human and financial resources

	2019	2020	2021
Staff	4	43 ³⁷	98
Budget	EUR 2 124 650	EUR 12 577 525	EUR 24 219 500

Throughout the period of 2022 to 2024 ELA will continue growing to reach its full operational capacity. As indicated in the Annexes [III-V] the evolution of staff population and budget reflects the growth of the Authority and the engagement to deliver on all the tasks assigned to the authority.

The majority of the staff will be recruited by 2022, and appraisal of performance and reclassification will be established. The tables presented in the annexes [IV-V] cover also the gender and geographical balance, however as they refer to year 2020, due to very little number of staff at the moment of drafting this document, are subject to significant changes.

2.6.2 Outlook for the years 2022-2024

During the years 2022-2024, the Authority will be on a dynamic, gradual course of growth both regarding human resources and financial resources. The Authority has been entrusted to deliver on several areas of operation, and by 2024 ELA will reach its full capacity, delivering on all the tasks assigned to it.

Whilst there are formally no new tasks assigned to ELA, the Authority will continue to implement the gradual development of its operations, especially in the field of cooperation and exchange of information between Member States, labour mobility analyses and risk assessment, capacity building, and mediation. Other operational tasks will continue to grow, as can be expected to be the case for ELA's initial lines of activity, of facilitating access to information and services on labour mobility to individuals, workers, and employers as well as coordinating and supporting joint and concerted inspections.

Both the roll-out and the growth of tasks will be reflected by an increase in budget and staff.

2.6.3 Resource programming for the years 2022-2024

While the resources continue to grow during this period, the maximum budget is achieved in 2024, while the Authority will reach its full human resource capacity by end of 2023.

³⁷ Estimation of number of staff by 31.12.2020 (25 staff + 18 NLOs).

The conversion of two Contract Agents Function Group III posts into Contract Agents Function Group IV posts is expected in 2022 as a result of matching the skills of human resources with the evolving actual needs of the Authority. In 2022, the Authority will reach 132 full-time equivalents (57 TA, 15 CA, 60 SNE (including NLOs)).

More details can be seen in Annex II covering both human and financial resources allocation. Furthermore, more details are provided in Annex III for the budget forecast and Annex IV for human resources forecast.

2.6.4 Strategy for achieving efficiency gains

The Authority will continuously establish its functioning, streamline its processes, optimise the engagement of its staff, thus allowing for the reallocation of its resources to the most efficient and economic actions for the set objectives.

The Authority will continue implementing the functionalities of the document management system ARES, SYSPER for HR processes, e-procurement, etc. aiming at efficiency of systems and workflows. The Authority will continue to cooperate with the Commission and other Agencies on shared operational projects. This includes the use of shared services – e.g. sharing the post of the Accountant.

ELA has signed a Service Level Agreement (SLA), whereby Eurofound³⁸ makes its Accountant available to ELA on a daily rate according to a detailed plan annexed to the SLA.

2.6.5 Negative priorities/decrease of existing tasks

For the period covered by this Single Programming Document, the Authority will be in a growing phase so no decrease of existing tasks is foreseen.

³⁸ On 29 June 2020, the Management Board of the Authority officially appointed Eurofound's Accountant as ELA's Accounting Officer (Decision No 10/2020 of 29 June 2020 of the Management Board).

III. ANNUAL WORK PROGRAMME 2022

3.0 Annual Work Programme 2022

2022 is the first year where ELA has a Work programme presented within a multiannual framework.

The Authority's Annual Work programme for 2022 details the work to be carried out by ELA, more exactly the tasks, the objectives, the activities, and the key performance indicators for 2022. These are the first steps towards achieving the multiannual objectives set until 2024.

This section dedicated to the Work programme 2022 follows the same structure as the one introduced in the multiannual section. The three operational pillars with concrete activities are presented below, followed by the horizontal and support activities. The three operational pillars (Figure 2 below) are interlinked and reinforce each other. These three operational pillars are essential to support and strengthen, through their own particular angle of operation, the rights, privileges and obligations stemming from a fair and efficient labour mobility for individuals, workers, and employers alike while increasing and enhancing ELA's stakeholders' and counterparts' capacity and knowledge required for such objectives.

Figure 2. Interconnection of ELA's three operational pillars



In the following sections, for the work programme 2022, each activity is described while at the end of each pillar a summary table presents the associated objectives / deliverables and the attached performance indicators. The performance indicators for 2022 are tentative and will be revised for future years.

The allocation of the financial and human resources for each pillar is presented in Annex II of this document.

3.1 Pillar I: Enforcement

3.1.1 Concerted and joint inspections

3.1.1.1 Coordination and support of inspections and facilitating proper follow-up

The Authority will continue to coordinate and support the organisation of concerted and joint inspections by providing conceptual, logistical, technical support, and legal expertise, as well as interpretation services and translation of inspection-specific documentation.

On the basis of the information that ELA obtains from various sources (complaints, data provided by social partners, etc.), as well as on the basis of the input from its strengthening analysis and risk assessment capacity, the Authority will proactively encourage Member States to carry out cross-border inspections aiming to tackle certain types of irregularities or persisting risks in specific sectors. Among others, this will contribute to the expansion of the scope and geographical coverage of cross-border activities.

It will also promote the use of established tools and procedures to facilitate the planning, execution, and follow-up of inspections, including the effective and timely handling of cases submitted by national social partners to the attention of the Authority.

ELA will assess the outcome of inspections to help Member States to ensure that identified incompliances are properly followed up. In addition, the feedback from past inspections will contribute to identifying aspects of established tools and procedures that should be further improved and inform the need for supplementary guidance for inspections.

ELA will continue to develop an inspections registry accessible to relevant national authorities which would enable consulting online key information about carried out and planned inspections in specific Member States, sectors or by type of inspection, etc., whilst fully respecting data protection rules.

3.1.1.2 Proposals to Member States to carry out concerted or joint inspections

On the basis of the information obtained from various sources (complaints, data provided by social partners etc.), and its risk analysis, ELA will propose to Member States to carry out inspections, focusing on specific risk pertinent sectors and/or legal areas. In coordination with its other operational pillars, ELA will also encourage inspections within its sectoral strategies/ action plans that aim to promote fair working conditions and address irregularities in these sectors.

3.1.1.3 Working Group

The experts of the Working Group will continue to provide expertise on matters related to the legal and practical aspects of organising and conducting concerted and joint inspections, discuss the results of inspections, and identify further needs for action and support to Members States' activities in this area. The work of the Working Group will be supported by ELA's selected external consultant.

3.1.1.4 Learning and trainings

The Authority will assess and address the capacity building needs arising from the practical experience of concerted and joint inspections as identified by the Working Group. Workshops, trainings, and other learning activities will contribute to a better understanding of the framework for cooperation and exchange of information, and will enable its efficient use. Where relevant, social partners will be involved in these activities.

It will also cover developing and reviewing guidelines, templates and procedures to facilitate further the organisation and execution of inspections.

3.1.1.5 Information campaigns

The Authority will, in cooperation with national authorities and social partner organisations, launch targeted information campaigns to tackle specific issues identified during concerted and joint inspections, or based on labour mobility analyses and risk assessments, in close cooperation with other operational areas of ELA.

3.1.1.6 Strategic partnerships

The Authority will deepen its working relations with Europol, Eurojust, social partner organisations and other relevant stakeholders, for the purpose of enhanced operational cooperation. It will continue to communicate information and experiences to the relevant Commission departments, SLIC and EU-OSHA.

3.1.1.7 Translations

The Authority will translate materials relevant for cross-border inspections, such as guidance documents, templates, and awareness raising and training material.

3.1.1.8 Monitoring and reporting

The Authority will continuously monitor and evaluate the execution and the outcomes of carried out inspections to ensure their efficiency and, where necessary, follow-up in situations going beyond individual cases which may require broader operational or policy response.

It will report about carried-out inspections to the Management Board twice a year. This includes information about cases in which Member States decided not to participate in the inspection.

3.1.2 Tackling Undeclared Work

3.1.2.1 European Platform tackling Undeclared Work

ELA will implement the Work Programme of the Platform while fostering synergies between the Platform and other ELA tasks. The Authority will finance the activities of the Platform work programme 2021-2022 planned for 2022. It will ensure complementarity with other ELA activities as regards addressing cross-border abuses and ensuring fair labour mobility, while retaining in particular the Platform's activities targeting the national dimension of undeclared work.

While business continuity and preservation of the Platform's successful working method is envisaged, shared objectives and synergies with other parts of the ELA work programme, for instance, related to inspections, capacity building, data exchange, and communication will be explored.

3.1.3 Analysis and risk assessment

3.1.3.1 Analytical capacity

Within its capacity and where no such analysis already exists, ELA will conduct ad hoc analyses, including mappings, on the most relevant issues in the fields of EU labour mobility and social security coordination across the Union, in view of its strategic activities at a horizontal level. To this end, ELA will endeavour that the outcomes of its analytical and risk assessment work are operational, action-oriented and accompanied by follow-up activities involving other ELA tasks as needed. In addition, ELA will continue its close cooperation with social partners organisations in the Stakeholder Group and will endeavour to work out further practical arrangements to secure, where necessary, the input provided by the social partners represented in the ELA Stakeholder Group.

3.1.3.2 Risk assessment capacity

Based on the bilateral discussions with the Member States on their risk assessment tools and approaches initiated in 2021, the Authority will review the gathered input and will prepare for a comprehensive mapping exercise of Member States' tools and approaches to risk assessment with a view to developing further strategies in that field. In the long run, the outcome of the mapping of Member States' tools and approaches will also support the Authority in carrying out its tasks, mostly related to the provision of information and services, the planning and organisation of concerted and joint inspections, and support to capacity building. The mapping exercise will be covered by an external consultant by way of a framework contract launched in Q3/Q4 2022 and will run throughout 2023. It will result in developing country fiches/exploratory fiches providing an overview of Member States' risk assessment capacities, highlighting challenges, and presenting institutional features of risk assessment systems and tools in place.

On the basis of such mapping, the Authority will gradually start working on developing a targeted capacity building strategy for supporting the risk assessment capacity of its stakeholders at national level, also with a special focus on cross-border risk assessment (e.g. cooperation and exchange of information, including data) to assist enforcement actions. This will include an assessment on which capacity building activities (e.g. peer learning, staff visits and exchanges, pilot projects, etc.) are most pertinent to get the relevant actors on a level playing field concerning Member States' risk assessment capacities and will be carried out in close cooperation with ELA's Cooperation Support Unit.

To maximise synergies, ELA will also implement activities related to and/or having an impact on ELA's risk assessment capacity planned by the European Platform tackling undeclared work³⁹.

3.1.3.3 Integrating labour mobility analyses and risk assessment

To avoid overlap and maximise synergies, ELA will continue with its integrated approach towards engaging different existing expert forums within ELA (i.e. Working Groups and Stakeholder Group) and, where necessary, convey ad hoc forums with its stakeholders to discuss topics and activities related to labour mobility analyses and risk assessment.

3.1.4 Summary of expected results and indicators for pillar I: Enforcement

The table below summarizes all the activities planned for 2022 under the pillar dedicated to enforcement.

³⁹ Subject to an agreement with the Permanent Working Group on Tackling Undeclared Work.

Table 4. Overview of 2022 activities under Pillar I: Enforcement. Expected results and indicators

Activity	Objectives / Expected results	Indicators
3.1.1. Concerted and joint inspections		
Coordination and support of inspections and facilitating proper follow-up	<p>Broadening of geographical and thematic coverage of cross-border inspections;</p> <p>The number of supported inspections and companies/ mobile workers concerned by inspections will increase compared to 2021 and it will contribute to better enforcement of labour mobility acquis;</p> <p>Inspections lead to tangible results on the ground, such as addressing violations of applicable labour legislation and collective agreements, enforcement of penalties imposed, tax/ social contributions recovered, back payments, etc.</p> <p>With the support of relevant stakeholders. ELA will aim to organize 1 concerted and joint inspection with each Member State on voluntary basis.</p>	<p>Number of cross-border inspections (in total and by sector) coordinated and supported by ELA, including at the request of Member States, or as suggested by ELA or resulting from cases submitted by national social partners;</p> <p>Number of Member States participating in cross-border inspections coordinated and supported by ELA;</p> <p>Satisfaction rate with ELA coordination and support;</p> <p>Number of companies concerned by ELA inspections ;</p> <p>Number of mobile workers concerned by ELA inspections;</p> <p>Increased geographical and sectoral coverage of ELA inspections;</p> <p>Number of infringements found.</p>
Proposals to Member States to carry out concerted or joint inspections	Addressing structural abuses or violations having cross border character as a matter of priority.	Number of cross-border inspections proposed to Member States.
Working Group	Organisation and management of 3-4 Working Group meetings.	Number of meetings per year.
Learning and trainings	<p>Strengthening of the capacity of national labour enforcement authorities' staff to consistently enforce labour mobility acquis;</p> <p>Capacity building activities will enable Member States' competent authorities to efficiently tackle cross border abuses making full use of ELA support and established tools and procedures, as well as the established cooperation channels.</p>	<p>Number of learning and training activities organised/supported;</p> <p>Number of trained participants from Member States;</p> <p>Number of guidelines, templates and procedures developed and updated;</p> <p>Satisfaction rate with ELA activities.</p>
Information campaigns	Increasing the awareness of stakeholders about free movement rights, ways to enforce/defend them and report abuses, as well as ELA's role.	Number of campaigns organised/ supported; active social media presence.
Strategic partnerships	Improved cooperation with key partners.	Arrangements of cooperation with key partners agreed.
Translations ⁴⁰	Member States are in better position to address cross border issues requiring coverage of number of languages.	Number of requests processed/ translations made.
Monitoring and reporting	Informing all stakeholders about the results of inspections and improving regularly the efficiency of cross-border actions;	Satisfaction rate with the ease of running an inspection;

⁴⁰ These translations do not fall under the remit of the ELA Translation Facility.

Activity	Objectives / Expected results	Indicators
	<p>Increasing satisfaction among stakeholders with the running of inspections;</p> <p>Existing tools and procedures are revised to improve their functionality;</p> <p>Further cross-border actions are organised in case the assessment of the outcome of inspections demonstrates such a need;</p> <p>Management Board and Stakeholders Group are informed about the inspections done and their main results.</p>	<p>Number of follow up actions (such as further inspections, information campaigns);</p> <p>Timely reports to the Management Board twice a year.</p>
3.1.2. Platform tackling Undeclared Work		
European Platform tackling Undeclared Work	As they will be indicated on the adopted Work Programme of the Platform.	As they will be indicated on the adopted Work Programme of the Platform.
3.1.3. Analysis and risk assessment		
Analytical capacity	Conducting analytical activities, including mappings, analyses, and reports.	<p>Number of analytical activities (mappings, analyses, reports, etc.);</p> <p>Number of topics and sectors covered;</p> <p>Number of stakeholders involved;</p> <p>Impact and follow-up by other ELA activities.</p>
Risk assessment capacity	<p>Mapping of all Member States' tools and approaches to risk assessment;</p> <p>Organisation of series of workshops and/or capacity building activities.</p>	Number of workshops and stakeholders involved, and the output produced.
Integrating labour mobility analyses and risk assessment	Conveying a platform for expert discussions, peer learning and exchange of practices within the existing structures or ad hoc fora.	<p>Number of meetings;</p> <p>Number of stakeholders involved.</p>

3.2 Pillar II: Cooperation

3.2.1 Mediation

3.2.1.1 Mediation activities

From 2022, the ELA mediation function will become operational⁴¹. The mediation procedure may be launched by ELA upon request of one or more Member States, upon referral of a case by the SOLVIT network for its consideration, upon which ELA may suggest launching a mediation procedure, or by suggesting the launch of a mediation procedure on its own initiative. The referred cases will be processed in accordance with the established work arrangements and rules of procedure, including through the organisation of hearings. In case a dispute

⁴¹ Provided that the work planned for 2021 was completed successfully and the Work Arrangements, Rules of Procedure and Cooperation Agreement with the Administrative Commission were adopted by 31 December 2021.

relates fully or partly to matters of social security, the Administrative Commission will be informed and the procedures in the cooperation agreement, which are aimed at ensuring good cooperation, coordination of activities, and avoidance of duplication, will be followed.

ELA will provide the necessary support to the mediators and the Mediation Board when the mediation procedure is launched. In addition to translating the rules of procedure in all official EU languages, ELA will support the mediation procedure by providing any translation and interpretation services required for the proper functioning of the mediation procedure during both stages of mediation, where necessary. ELA will also assist the mediation procedure, by providing any requested assistance to the mediators and the Mediation Board in cases which require the clarification of questions related to the application of specific legislation, or any other information which is required in order for the mediator and/or the Mediation Board to be in a position to assist the Member States to agree on a non-binding opinion.

3.2.1.2 Information and communication activities

ELA will carry out a series of information and communication activities to publicise ELA's mediation function. To this end, information about ELA mediation will be published on ELA's website, together with a FAQ document with regards to the mediation function. Various information sessions on the use of mediation will be organised, upon request, in different Member States.

3.2.1.3 Training and knowledge sharing activities

ELA will carry out a series of training and knowledge sharing activities in order to inform, and where necessary train, the relevant institutional actors, including the appointed mediators and members of the mediation board, ELA staff, and national authorities, on its rules of procedure, working arrangements, and mediation skills and techniques.

3.2.1.4 Monitoring, evaluation and reporting activities

ELA will fulfil its various reporting obligations as provided in ELA's founding Regulation (Art 13(13)), including the bi-annual reporting to the Commission on the outcome of mediation cases it has conducted and about cases which were not pursued. Where necessary, the reports to the Commission shall include recommendations for policy follow-up where changes to EU labour mobility rules or guidance may appear necessary, on the basis of the experiences gained from cases processed under ELA's mediation procedure.

3.2.2 Cooperation and National Liaison Officers (NLOs) Office

3.2.2.1 Cooperation and information exchange framework between national authorities

ELA will work on structuring the process for cooperation and exchange of information between Member States, with the aim of establishing workflow guidelines, model forms and templates, KPIs, and other relevant documentation for dealing with requests under Article 7(1) of the founding Regulation. These would permit to accelerate the process, identify problematic areas, and discuss solutions to persisting obstacles in the exchange of information and cooperation.

ELA will provide the necessary translation and interpretation services in order to assist in the multilingual cooperation and exchange of information with Member States, together with further logistical and technical support.

Upon request of one or more Member States, ELA may also provide information to support Member States in their effective application of EU labour mobility law with regards to cooperation.

3.2.2.2 Promoting enhanced cross-border cooperation

ELA will continue its work on its process of enhancing the cross-border cooperation between national authorities, starting with the identification of issues of cooperation currently affecting Member States, analysing the underlying causes, and exploring or facilitating potential solutions, also under the form of capacity building activities. Wide-ranging consultations of Member States and where relevant social partners, as well as the involvement of NLOs, will be central to this exercise.

With the aim of providing information to support Member States in the effective application of Union law which falls under the Authority's competence, ELA will carry out analytical reports on cooperation practices and challenges between Member States. ELA will also aim to organise a seminar to discuss different aspects of cross-border cooperation. Potential topics of reports will be chosen by ELA by consulting the Member States through the NLOs, taking into consideration the priorities and initiatives of 2022, such as action plans and campaigns. Social partners will also be consulted on aspects related to the chosen topics.

In order to remain in close contact with their national administration and with other national administrations, to conduct discussions on issues concerning cross-border labour mobility, and to disseminate information on gathered experiences, NLOs will have at their disposal the necessary tools and support to organise missions to conduct discussions with their national authorities and authorities in other Member States in order to effectively exercise their cooperation and liaison functions. They may also be accompanied by other ELA staff with expertise in the various fields of operation, in order to discuss in greater detail the Member States' views on certain issues.

In 2022, ELA will also dedicate funds for events at national level (an approximate number of nine events in nine different Member States per year in order to cover all the Member States under the three year programming period). The events will be organised at the initiative and coordination of the respective NLO and will be devoted to the promotion of enhanced cross-border cooperation and to the improvement of ELA's outreach in the Member States. Such events can either be national, i.e. organised by the NLO of one country, or multinational, organised jointly by NLOs from two or more Member States. Events may vary depending on different target groups, to be determined by the organising NLO(s). They may be practical events, awareness raising events, reflective events, or other events which target a specific theme which is prevalent in a particular Member State or group of Member States, or specific target groups (such as frontier workers or posted workers) or cooperation with Social Partners.

The above activities will be complemented by other capacity building activities, such as the collection of good practices and the mutual learning and understanding programme (see sections 3.2.3.2 and 3.2.3.3 below).

3.2.2.3 Promoting the use of electronic tools and procedures for effective and efficient cross-border cooperation

The Authority will undertake various actions, including workshops and seminars, in order to promote the use of existing tools and innovative approaches to effective and efficient cross-border cooperation and will start consultations with Member States on potential digitalisation processes to facilitate the access to data in real time and the detection of fraud, in accordance with Article 7(3) and 7(4) of the founding Regulation. In relation to IMI, a collaboration between ELA and the national IMI coordinators (NIMICs) will be established.

Building on the results of work executed in the previous year on the analysis of the national use of electronic systems of exchange of information, ELA will develop common non-binding guidelines on the use of these tools as part of good practice sharing and exchange of experience.

ELA will also launch a strategic study to analyse its operational ICT needs, including electronic data exchange and the possible use of IMI and other electronic systems for all of ELA's operational tasks, in particular those tasks which require the exchange of data and information between ELA and the Member States. The aim of this study will be to investigate several ICT aspects, such as analysing ELA's ICT requirements for each of its tasks listed in Article 4 of the founding Regulation, including data security aspects (sensitive information), analysing available systems and their potential use by ELA, advising on the possible use of IMI by either creating new or reusing existing IMI modules, proposing alternative options and solutions, and advising on the best way forward with regards to ICT for all of ELA's operational tasks.

3.2.2.4 Reporting activities

ELA will aim at fulfilling its reporting obligations as provided in ELA's founding Regulation (Article 7) namely the bi-annual reporting to the Commission on the unresolved requests submitted under Article 7(1).

ELA shall also start its consultations with Member States, the European Commission, and involved stakeholders as a preparation phase to its reporting on further development of electronic exchange mechanisms and databases.

3.2.3 Capacity building

3.2.3.1 ELA Capacity Building Centre activities

In 2022, ELA will start implementing its multi-annual capacity building strategy. Building on pilot trainings carried out in 2021, mutual learning activities will be further rolled out across all ELA tasks.

Activities will cover: promoting mutual assistance including staff exchanges and supporting the exchange of good practice, inter alia, through developing sectoral and cross-sectoral training programmes, including for labour inspectorates and social partners, and dedicated training material, including through online learning methods in line with Article 11 of the founding Regulation.

ELA will draw inspiration from different sources, including the EURES Academy. ELA may also seek cooperation opportunities with existing training facilities at Member State level or other actors. Workshops may be organised for this purpose and a panel of experts may be set up, in order to offer strategic as well as operational insight for ELA, allowing the Authority to build up its own capacity.

3.2.3.2 Collection of good practice examples⁴² and organisation of related events

ELA will seek to collect good practice examples in order to build up an internal inventory of good practice examples. ELA will also organise relevant events to publicise these activities, inter alia, on its website and social media channels. NLOs will also promote these activities at Member State level. The topics and categories of good practice examples will vary every year. This exercise shall also allow ELA to build up an inventory of good practice examples to call on when organising other events, such as workshops.

3.2.3.3 ELA Mutual learning and understanding programme

Inspired by existing programmes, such as the Mutual learning programme of the European Commission, ELA seeks to create its own mutual learning and understanding programme specific to the areas in which the Authority is operational. Such programme will focus on the exploration of good practice examples, identifying common

⁴² The Management Board will be consulted on the definition of good practice.

challenges and policy solutions with concerned and interested Member States. ELA will also explore the possibility of Member States or groups of Member States hosting such events.

This programme will also be instrumental for bringing national authorities closer together in their understanding on the coherent application of EU legislation within ELA's legal scope. ELA will help to diffuse these common understandings and accumulated experiences among the Member States, building on good practices already available at the Member State level.

3.2.3.4 Training activities on EU labour mobility

ELA will organise training activities, including through online methods, related to general or specific areas of EU labour mobility law to respond to emerging trends, needs, and demands, and to improve the level of cross-sectoral understanding of, *inter alia*, EU labour mobility rules, systems, and procedures within the legal scope of ELA. The training activities will possibly include study visits to the national competent authorities and institutions in the Member State/s. These training activities will aim to bring together a number of participants from different Member States, social partners at the national and EU level, and ELA staff members. Various experienced speakers and renowned experts in the area of labour mobility will be invited to address the participants of these workshops.

3.2.3.5 Coordination with the national training centres for labour inspectors

Building on the first activities taking place in 2021, ELA will seek to further engage with the existing national training centres (NTCs) for labour inspectors in the development and delivery of capacity building activities for labour inspectors. In 2022, the roadmap prepared and agreed together with the NTCs in 2021 shall enter into force. It shall include a list of potential joint actions of cooperation between ELA and the NTCs, as well as the launch of a pilot joint action in 2022. ELA and the NTCs will consider further joint actions, such as the option of setting up of a panel of experts on capacity building, including for example representatives of the four NTCs for labour inspectors as well as representatives from other relevant institutions. The aim is for ELA to have a pragmatic approach to fostering its own institutional learning and to identify potential synergies while doing so. Another possible way forward is to consider installing a campus network across Europe where ELA activities could be carried out making use of existing NTC facilities and networks.

3.2.3.6 Promoting ELA Capacity Building Centre activities

The Authority seeks to effectively communicate about the ELA Capacity Building Centre activities, mainly through its website as well as a dedicated members-only space in the form of communities of practice built around different strands of training activities. ELA plans to set up its first community of practice in 2022.

3.2.4 Summary of expected results and indicators dedicated to pillar II: Cooperation

The table below summarizes all the activities planned for 2022 under the pillar dedicated to mediation and facilitating solutions in cross border disputes.

Table 5. Overview of 2022 activities under Pillar II: Cooperation. Expected results and indicators

Activity	Objectives/Expected results	Indicators
3.2.1. Mediation activities		

Activity	Objectives/Expected results	Indicators
Mediation activities	<p>Individual cases submitted to ELA, including from SOLVIT or on ELA's own initiative;</p> <p>Non-binding opinion adopted;</p> <p>Periodic sittings of the Mediation Panel organised to discuss cases;</p> <p>ELA processes the disputes referred by the Member States in accordance to Working Arrangements/ Rules of Procedure;</p> <p>Disputes related, fully or partially, to matters of social security, are processed in accordance with the Cooperation Agreement between the Authority and the Administrative Commission;</p> <p>ELA will establish a network of legal experts to support the ELA mediation procedure.</p>	<p>Number of disputes submitted to ELA for mediation;</p> <p>Opinions adopted in accordance with the procedures and timelines specified in the Working Arrangements/Rules of Procedure and includes recommendations to solve the disagreement or specific solutions;</p> <p>Share of implemented/respected opinion;</p> <p>Network of legal experts established, contract signed;</p> <p>Cooperation Agreement leads to good cooperation and coordination between the Authority and the Administrative Commission.</p>
Information and communication activities	<p>General information as regards ELA's competences in the area of mediation published on ELA's website;</p> <p>Publish a FAQ document with regards to mediation function, in particular the work arrangements and rules of procedures;</p> <p>Organise information sessions on the use of mediation in different Member States (upon request).</p>	<p>Information on website and FAQ are accurate and easy to understand.</p>
Training and knowledge sharing activities	<p>ELA will develop and deliver training on the ELA mediation procedure (for mediators, mediation board members, interested ELA staff, and national authorities).</p>	<p>Quality of training, training materials.</p>
Monitoring, evaluation and reporting activities	<p>Bi-annual report to the Commission on mediation activities</p>	<p>Report contains proper reporting on outcome of mediation cases, monitoring and evaluation (including proposed amendments, if necessary);</p> <p>Report completed on time.</p>
3.2.2. Cooperation and National Liaison Officers		
Cooperation and information exchange framework between national authorities	<p>Facilitating the cooperation and exchange of information between Member States, with provision of logistical and technical support, including translation;</p> <p>ELA will also produce workflow guidelines, model forms and templates, KPIs and other relevant documentation for dealing with information and assistance requests, including in the area of cross-border enforcement of penalties and fines;</p> <p>Provision of information to support Member States in their effective</p>	<p>Number of cases referred to ELA to facilitate cooperation and to accelerate the exchange of information;</p> <p>Number of requests for information by Member States on the effective application of Union acts with regards to cooperation;</p> <p>Number of Member States participating (requesting and requested);</p> <p>Average number of days needed for settling of the request;</p>

Activity	Objectives/Expected results	Indicators
	<p>application of EU labour mobility law with regards to cooperation;</p> <p>Provision on translation services to support cooperation and exchange of information.</p>	<p>Number of cases resolved, unresolved, referred to other tasks, including mediation and CJIs;</p> <p>Number of cross border enforcement procedures related to fines and penalties supported;</p> <p>Relevant contact points of national authorities in other Member States identified following requests received;</p> <p>Operability of produced guidelines, forms, templates and documentation.</p>
Promoting enhanced cross-border cooperation through data collection, analysis and capacity building activities	<p>Analytical Report on cooperation practices and challenges between Member States together with workshops and seminars on cooperation between Member States in the area of labour mobility under ELA's remit;</p> <p>ELA will organise consultations with national authorities, in order to gather data on good practices in relation to cooperation and exchange of information;</p> <p>NLOs will take part in missions to their Member States;</p> <p>Seminars/workshops/events will be organised by the NLOs in their respective Member States (9/year leading to one event in every MS in the 3-year programming period).</p>	<p>Interest to and impact of the analytical report, workshops and seminars;</p> <p>Number of authorities, bodies and stakeholders reached during the consultations process;</p> <p>Number and quality of workshops and trainings. Satisfaction rate;</p> <p>Volume of data gathered;</p> <p>Number of stakeholders and national authorities reached during NLOs' missions;</p> <p>Number of stakeholders and national authorities reached with the seminars/workshops and events organised by the NLOs.</p>
Promoting the use of electronic tools and procedures for effective and efficient cross-border cooperation	<p>ELA will organise consultations with national authorities together with seminars and workshops aiming at analysis and promotion of existing electronic tools and innovative approaches to the exchange of information;</p> <p>ELA will aim at developing common non-binding guidelines for the users of these electronic tools.</p>	<p>Number of consultations and actions undertaken to promote the use and further development of electronic tools and procedures, electronic exchange mechanisms and databases;</p> <p>Number of stakeholders reached;</p> <p>Number of cases analysed;</p> <p>Number of and feedback to the non-binding guidelines.</p>
Reporting activities	<p>Biannual report to the Commission on unresolved requests with regards to cooperation;</p> <p>Consultations on further development of electronic exchange mechanisms and databases.</p>	<p>Reports completed on time, based on received cases;</p> <p>Number of stakeholders and partners consulted.</p>
3.2.3. Capacity Building		
ELA Capacity building Centre activities	<p>ELA will organise specific trainings and develop further learning tools for online and offline communication methods and tools for the following areas of work:</p>	<p>Number of activities delivered face-to-face and online per year (as well as in direct response to training needs expressed by stakeholders);</p> <p>Number of participants in activities per year;</p> <p>Key stakeholders reached;</p>

Activity	Objectives/Expected results	Indicators
	information ⁴³ and services, mediation ⁴⁴ , labour mobility analyses and risk assessment ⁴⁵ and inspections ⁴⁶ .	Satisfaction rate of participants.
Collection of good practice examples and organisation of relevant events	On-going call for good practices seeking to identify such measures at the Member State level; ELA shall organise relevant events. ELA will publicise and promote this activity online; ELA will aim to build up an inventory of good practice examples.	Number of good practices received; Interest in the call generated; Interest in the activities/relevant events (participation and media); Good practices submitted.
ELA Mutual learning and understanding programme	ELA will propose a mutual learning and understanding programme to achieve a coherent level of understanding of EU law within ELA's remit.	Number of events organised; Interest and participation in organised events; Satisfaction rates of participants.
Training activities on EU labour mobility	Organisation of training activities, including through online methods, related to general or specific areas of EU labour mobility law.	Training activities organised; Number of participants; Satisfaction rates of participants.
Coordination with the four national training centres for labour inspectors	ELA seeks to further engage with the four existing national training centres for labour inspectors. In 2022 a roadmap for moving forward shall be set up.	Number of outputs generated; Number of interactions.
Promoting ELA Capacity Building Centre activities	Dedicated section on ELA's website for capacity building, including setting up Communities of Practice in the form of a members-only section for (former) participants in capacity building activities moderated and animated on a regular basis with the aim of fostering a network of multipliers.	Interest by MS to participate in trainings; Visits and downloads of training material from website; Take up of forum and additional functions by stakeholders; Stakeholders deem information and functions on website relevant.

⁴³ In the area of information and services, ELA will organise specific trainings and develop further learning tools for national administration staff and the social partners on online and offline communication methods and tools.

⁴⁴ In the area of mediation, training on mediation techniques (for mediators, mediation board members, ELA staff dealing with mediation) shall be organised. Furthermore, training on the ELA mediation function shall be provided.

⁴⁵ Regarding the labour mobility analyses and risk assessment area, Member States will be assisted in building their own risk assessment capacity. Training workshops facilitating and fostering cooperation between Member States shall be provided.

⁴⁶ Regarding inspections, a set of trainings will be set up in order to firstly enable inspectors to fully use available ELA tools and procedures and secondly to perfect their knowledge on tackling existing cross-border abuses. Staff learning exchange and internships shall also be promoted. Capacity building in terms of cross-border inspection, where relevant, shall also involve social partners, for the purpose of ensuring involvement in accordance with national law and practice of the Member States involved in cross-border inspections, but also in view of promoting good practice, shared ownership and building mutual trust.

3.3 Pillar III: Information

3.3.1 Information and Services

3.3.1.1 Working Group on Information

In the ELA Working Group on Information, ELA will discuss the strategic development of activities and outputs in the information field with national and social partner experts, including on emerging topics of increasing importance, such as cross-border telework or online platform work. Amongst other things, ELA will organise peer review(s) of national websites of information, notably including single national websites on posting of workers, and discuss online and offline information and assistance channels and tools to individuals and employers. The Working Group will also produce templates and good practice fiches on structuring information on national websites on different aspects of labour mobility.

3.3.1.2 Translation

The Authority will continue offering the Member States its translation services.

3.3.1.3 Information support service

The Authority will avail itself of specific expertise in the field of information and communication to carry out its activities, including with the Working Group. The service will produce background papers of analysis of national websites under peer review, offer individualised support to address information shortcomings, produce ad-hoc studies and templates, and collect data for indicators.

3.3.1.4 Sectoral workshops

ELA will organise workshops, also including institutional bodies (e.g. competent authorities for posting of workers, Equality Bodies for Free movement of workers) and the social partners to discuss specific information and service challenges and organise future activities, in tight cooperation with sectoral social dialogue committees at EU level. ELA will also particularly strive for ever tighter synergies with the EURES network for the development of coordinated activities.

Topics of these workshops can include specific sectors, such as: agriculture, road transport and construction sector.

3.3.1.5 Feasibility study

ELA will procure a feasibility study concerning the introduction of possible innovative information tools at EU level. The subject of this study will be identified in close cooperation with the European Commission and the Working Group on Information. It may address developments in relevant sections of Your Europe, for example the layout and functionalities of the pages concerning the posting of workers in, for example, the road transport sector, or a pilot model for a mobile phone application.

3.3.2 EURES

3.3.2.1 EURES – Coordination and Network Governance

ELA will be responsible for the Governance of the EURES Network. This will include preparing and chairing the European Coordination Group meetings, stakeholder management, exchange of good practices, and mutual learning within the Network, etc.

ELA will coordinate the admissions system with a view to broaden the EURES Network, and will facilitate exchange of information among Member States on Members and Partners.

3.3.2.2 EURES – Annual Programming Cycle

ELA will organise and manage the workshop initiating the annual programming cycle 2023 and will manage the follow-up phases of the 2021 and 2022 cycle as well, including the assessment of the work programmes, activity report, drafting of a European Coordination Office (ECO) Work Programme, the joint revision of national work programmes, and the drafting of the public summary of work programmes by the end of the programming cycle 2022.

Programming cycle activities will ensure the alignment of EURES activities between ECO and National Coordination Offices (NCOs) and support cooperation at cross-border level.

3.3.2.3 EURES – Performance Management System

ELA will be responsible for the collection of data about the EURES Portal and will supervise the Performance Management System (PMS), with a view to continuously improve the collection of data and the use of indicators.

3.3.2.4 EURES – Portal

ELA is the system owner for the EURES Portal and related IT services.

- ▷ ELA will continue managing consultancy resources with a view to balance needs and business requirements, and to continuously improve user experience and facilitate the matching of jobseekers and employers.
- ▷ ELA will continue developing the automated matching through the common IT platform using the ESCO classification and the interoperability between national systems and the ESCO classification, in line with the new EURES Regulation. ELA will focus on improving the data quality related to CVs and job vacancies by improved data validation, providing data quality reports, and supporting National Coordination Offices, in line with user feedback and the ex-post evaluation. ELA will make sure that new EURES members and partners are smoothly integrated to the portal.
- ▷ ELA will organise meetings of the Working Group in Interoperability to share ideas and good practices among Member States, with a view to improve interoperability of EURES with national systems and the ESCO classification.
- ▷ ELA will ensure the continuity of the Helpdesk service for all users of the Portal to support and guide their experience on the platform and assist them in case of issues.

- ▷ ELA will ensure the necessary translation of the content of the EURES Portal and start exploiting synergies with information activities at ELA in providing information on labour mobility and Living and Working Conditions through the Portal.
- ▷ ELA will ensure continuity in relation to hosting fees and licenses for the delivery of services on the EURES Portal (IT infrastructure and related services, acquisition and maintenance of licenses for proprietary software).

3.3.2.5 EURES – Training

ELA will coordinate around 60 training sessions throughout the year, of varying length and format, for EURES staff.

The objective is to provide EURES staff with the necessary tools, competences, and skills for developing placement and recruitment activities, in line with the most recent labour market trends (including, for example, those related to digitalisation or the impact of the COVID-19 pandemic) and issues and social security coordination and taxation rules.

3.3.2.6 EURES – European (Online) Job Days

ELA runs the European (Online) Job Days (EOJD) platform and will provide technical and logistical assistance around 25 European (Online) Job Days events to match jobs with people across Europe in online and on-site recruitment fairs.

3.3.2.7 EURES – Communication

Within the overall ELA communication strategy and activities, EURES will coordinate communication activities based on the EURES Communication Strategy for 2021-2024 and plan the different deliverables (monthly articles for EURES Portal Extranet, non-verbal communication outputs, newsletters, social media and community management). Communication activities will aim to enhance the visibility of EURES and increase awareness in relation to its services. In addition, synergies with ELA's general communication activities will be exploited to develop a consistent approach that supports fair labour mobility.

3.3.2.8 EURES – Report on labour shortages and surpluses

ELA will produce an analysis of labour shortages and surpluses and their causes in EURES member countries, based on data collection and analyses of gender-disaggregated information on labour shortages and surpluses on national and sectoral labour markets. This analysis will facilitate Member States in adapting their collaboration and recruitment activities to recent developments on the labour market, as well as feed into the information activities, labour mobility analyses and risk assessments of ELA.

3.3.3 Summary of results and indicators under the pillar dedicated to information

The table below summarises all the activities planned for 2022 under the pillar dedicated to information.

Table 6. Overview of 2022 activities under Pillar III: Information. Expected results and indicators

Activity	Objectives/ Expected results	Indicators
3.3.1. Information and services		
Working Group on Information	4 meetings per year.	Number of peer reviews completed; Number of guidance materials for websites and assistance to national service.
Translation	Facilitating Member States' requests.	Number of requests processed; Implementation of activities in line with agreed strategy
Information support service	Facilitating the information activities of ELA.	Number of deliverables finalised.
Sectoral workshops	up to 4 workshops	Representation of key stakeholders.
Feasibility study	1 study	Execution of one study with relevance for information provision purposes.
3.3.2. EURES		
EURES – Coordination and Network Governance	ECG meetings and smaller-scale meetings (mutual learning events and a programming workshop); Admission of new Members and Partners in the Network.	At least three ECG meetings organised; Number of mutual learning events organised (around four); Number of new Members and/or Partners admitted.
EURES – Annual Programming Cycle	Preparation of the ECO Work programme; Joint revision of country work programmes and summary report; Programming cycle workshop to prepare 2023 programmes.	Adoption of ECO's 2022 work programme; Adoption of 2022 national work programmes following joint review and delivery of a summary report on programming in Q2; Organisation of the annual programming cycle workshop in Q4 for 2023 programmes.
EURES – Performance Management System	Annual consolidated PMS report related to the year 2021; Joint Analysis Report 2021; 2022 first semester PMS report; Improvements in the data collection process and streamlining with the Programming Cycle.	Delivery of the PMS annual report and Joint Analysis Report related to the year 2021 in Q2 2022; Delivery of the first semester report by Q4 2022.
EURES – Portal	Increased number and improved quality of vacancies made available and posted on the Portal, as well as increasing number of clients registered (jobseekers and employers); Improvements in the interoperability with national systems and with ESCO ⁴⁷ ; Continuity of the IT infrastructure and services including the Helpdesk, and provision of translation of the content of the EURES Portal where needed.	Web-mastering for the EURES Portal (around 320 tickets); Based on PMS indicators (ECO data); Increased number of unique visitors to the EURES Portal; Increased number of jobseeker profiles registered on the EURES Portal; Increased number of employers registered on the EURES Portal;

⁴⁷ ESCO (European Skills, Competences and Occupations) is the European multilingual classification of Skills, Competences and Occupations.

		<p>Increased number of vacancies held, made publicly available and posted on the EURES portal by EURES Members and Partners;</p> <p>Increased customer satisfaction with the functionalities and information on the EURES Portal.</p>
EURES – Training	<p>Training sessions for the staff in the EURES Network;</p> <p>Training coordinators meetings.</p>	<p>Completion of about 60 training activities assisting staff operating in the organisations participating in the EURES network;</p> <p>Organisation of 2 training coordinators meetings;</p> <p>Increased satisfaction of participants.</p>
EURES – European (Online) Job Days	<p>Continuity of the IT infrastructure and services. Online and on-site recruitment fairs to match jobs with people across Europe.</p>	<p>Around 25 EOJD events organised ;</p> <p>Increased number of individuals reached at events;</p> <p>Increased satisfaction of participants.</p>
EURES – Communication	<p>Social media presence of EURES also thanks to coordinated communication efforts at ELA level;</p> <p>Monthly articles on the EURES portal Extranet and newsletters;</p> <p>Videos, podcasts and webinars;</p> <p>Communication campaign on specific EURES topic.</p>	<p>Increased social media presence of the EURES network based on the Communication strategy and increased performance of the different social media channels;</p> <p>Production of about 5 infographics;</p> <p>Production of about 4 articles per month published on the EURES Portal or Extranet (only for members);</p> <p>Production of about 2 EURES-specific videos and 2 podcasts;</p> <p>Preparation of two types of monthly newsletters (for two different target audiences, i.e. internal and external);</p> <p>Organisation of one campaign on EURES specific topic.</p>
EURES – Report on labour shortages and surpluses	<p>Analysis and subsequent report on labour shortages and surpluses.</p>	<p>Delivery of the yearly report by Q4 2022.</p>

3.4 Governance and resources

3.4.1 Governance and coordination

3.4.1.1 Management, policy coordination and planning

Management and Planning. Under this activity, the key priorities are to ensure the well-functioning of ELA's management structures (Management Board, Stakeholder group, working groups) and efficient internal processes. The governance team will oversee the implementation of the Work Programme 2022 and budget as adopted by the Management Board and in compliance with the regulatory framework. As regards programming, ELA will comply with the legal requirements, most notably the production of the Single Programming Documents, in line

with the guidelines, and a consolidated annual activity report. ELA will also ensure accountability towards its Management Board, Stakeholder Group, and other stakeholders.

Coordination. ELA will aim to ensure adequate horizontal coordination of its operational activities, strategic policy coordination, stakeholders' engagement, and development of the overall environmental policy. In 2022, ELA will also bring forward the consolidation of information workflows within the Authority, introduce internal procedures and policies as important tools for effective delivery of its mandate.

3.4.1.2 Compliance and internal control system

Compliance

Control. The Internal Control function aims to ensure that the Authority can rely on an effective internal control system in place to maximise the organisation's performance, ability to handle risks and opportunities, executing its tasks efficiently, while complying with the applicable regulations.

The objective for 2022 is to further develop ELA's internal control system to support ELA operations. This will be done by performing a detailed risks assessment mapping and evaluating the high priority areas where additional internal procedures and workflows are needed, in order to provide objective assurance to the Executive Director and the Management Board.

A workflow for exceptions will be set up in order to record any decisions which represent a deviation from established processes and procedures. Such decisions will be approved by the appropriate level of management before the action is taken. Furthermore, non-compliance events which are detected after the action was taken must be appropriately reported and documented. For this purpose, the workflow will also include the setting up of a register of exceptions and non-compliance events.

Another focus will be on the implementation of ELA's anti-fraud strategy which was adopted in May 2021. A number of activities were identified in the Action Plan for 2021 to 2023 which forms part of the strategy. Important milestones for 2022 will be the development and performance of a fraud risk assessment, the adoption of the Authority's Code of Good Administrative Behaviour as well as the adoption of rules for the prevention and management of conflicts of interest in respect of Management Board and Stakeholder Group members, external experts as well as SNEs. Furthermore, internal processes on how to report and tackle alleged fraud instances will be developed.

3.4.1.3 Communication and Outreach

Building on experience from 2021, ELA will continue with information campaigns and will develop and/or consolidate its collaboration with national multipliers in EU Member States. In close cooperation with experts working on the specific core tasks of the Authority, the communication team will contribute to dissemination and outreach activities.

ELA will also reinforce its digital presence:

- Develop its social media exposure by increasing the number of followers (at least by 10%) and reach , and by consolidating its presence on digital channels.
- Develop the website design, content and functionalities further to match the visual identity and technical needs of ELA. ELA will also organise the annual conference and at least one information campaign.

3.4.2 Resources

3.4.2.1 Management of Human Resources

ELA will continue to grow towards its full capacity, from a total of 98 staff members in 2021 to a target of 132 staff members by end of 2022. This target breaks down into 57 Temporary Agents, 15 Contract Agents, and 60 Seconded National Experts, among whom the 27 National Liaison Officers.

For all recruitments, ELA will aim at reaching a suitable geographical and gender balance, in accordance with the relevant provisions in the Staff Regulations of the EU. The recruitment policy of ELA will continue to be based on the principles of equal treatment, and open and transparent recruitment procedures.

This will require the continuation of a strong effort in recruitment and on-boarding, as well as further gradual organisational and HR development, and consolidation of the working conditions, learning and development, and HR procedures.

By 2022, the full management team of ELA should be in place and fully operational, after their entry into office in 2021. Furthermore, since 2022 will be the first full year of the presence of ELA in its headquarters in Bratislava, support adapted to the host city will still take place (i.e. relevant provisions under the Host Agreement with the Republic of Slovakia, further development of the schooling and pre-schooling options for staff, etc.).

Finally, during 2022, ELA will continue formalising some HR processes relating to working conditions and further ensuring effective adoption and implementation of HR rules and regulations, in line with the Authority's mission and objectives, and the Staff Regulations (SR) (Art.110 of SR).

3.4.2.2 Management of Financial Resources

2022 will be the first year after ELA's financial autonomy. ELA will have the following objectives in the finance and procurement field:

- 1) Review and update its business processes;
- 2) Establish its annual Procurement Plan;
- 3) Explore the potential use of a Budget IT tool;
- 4) Review the use of e-Procurement modules developed by the European Commission;
- 5) Participate to Inter-institutional Framework Contracts for resources' purposes.

Business processes. After a year of use of its paperless business processes, ELA will review and update them in consultation with ELA's other units to ensure efficiency, optimisation, synergies, smooth cooperation and reduction of any potential 'red tape'. These processes would ensure both sound financial management of the resources (effectiveness, efficiency and economy) and legality and regularity.

Procurement Plan. ELA will establish its Procurement Plan in line with the operational actions described in this document and any other need stemming from its administrative needs, while considering environmental and social aspects in calls for tender, in line with the sustainable development goals. Moreover it will seek ways of more efficient and timely implementation of its Procurement Plan.

Budget IT tool. ELA will explore the potential use of the Budget IT tool to efficiently plan, monitor, and report on its budget by limiting manual interventions.

e-Procurement modules. After having incorporated these modules in its business processes, ELA will review their use in line with its business processes and, if needed, will require updates or proposals at their steering committee.

Inter-institutional Framework Contracts. ELA will continue analysing possible access to Inter-institutional Framework Contracts through signature of memoranda of understanding for its operational and administrative needs.

3.4.2.3 ICT, building and environment

ICT. ELA will implement administrative ICT recommendations resulting from Data Protection and ICT security studies conducted in 2021. Depending on the operational ICT recommendations, small developments and configuration improvements may be required, before the final ICT Strategy study is concluded.

ELA will continue to operate the ICT infrastructure and develop a series of applicable Key Performance Indicators (KPI's) that form a realistic view of the performance of the ICT services, such as availability of a service, number of incidents, speed of incident resolution, and number of critical service outage events. However, a key activity in 2022 will be to prepare the groundwork for migration of all Cloud Broker Services to the DIGIT Cloud II Framework Contract and, where practical, complete these migrations, so that ELA does not risk exceeding the Cloud Broker Framework Contract time limitations and end without support for ICT Services.

Implementation of means for managing and monitoring the ICT Infrastructure and the successful deployment of technology & services, such as Change Management, Service Management, Incident Reporting, Operational Management, Business Continuity and Critical Incident Management.

Building. The main construction work should be completed, however this period will be allocated for the completion of any of the fit-out works that have not been carried out during 2021, so that the offices are completely ready for occupation at the earliest opportunity.

Environment. In line with the overall environmental policy of ELA to be developed in 2022, the environmental impact of its operations will be considered, taking due assessment of the impact to the environment when considering power consumption, waste products, materials consumed, and the travelling, meetings and mission policies. Examples of this are:

1. Printing policy that discourages the physical printing and also reducing the amount of colour printing, by limiting the number of colour printers to one. Personal printers will not be permitted at the premises, as the follow-me printing provides sufficient privacy for printing of sensitive documents.
2. Avoiding ICT infrastructure on premises, taking more advantage of Cloud services, where power consumption is shared with other customers.
3. Enabling technologies that promote online collaboration and thus reducing the reliance on missions and the toll these have on the environment, but also encouraging staff to hold AV conferences at their desk/teleworking, thus saving on the consumption of expensive meeting room capacity.

IV. ANNEXES

4.0 Annexes

Annex I. Organisation chart

ELA organisation chart valid in September 2021 is presented here below.



Annex II. Resource allocation per activity 2022-2024

Resources allocation per pillar (Budget from Title III)	2021			2022			2023			2024		
	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated
Enforcement	9	15	2,730,000.00	12	12	3,550,000.00	18	12	4,068,000.00	18	12	5,207,040.00
Cooperation	8	12	617,000.00	11	35	2,515,000.00	12	35	2,728,950.00	12	35	3,493,056.00
Information	7	15	9,030,400.00	10	12	11,020,000.00	12	12	12,678,600.00	12	12	16,228,608.00
<i>Of which for EURES</i>	2	4	7,960,400.00	4	6	9,900,000.00	4	6	11,187,000.00	4	6	14,319,360.00
Governance and Policy Coordination	7	6	386,100.00	12	6	850,000.00	14	6	966,450.00	14	6	971,296.00
Resources	7	12		12	10		13	10		13	10	
Total	38	60	12,763,500.00	57	75	17,935,000.00	69	75	20,442,000.00	69	75	25,900,000.00

Annex III. Financial resources 2022-2024

Table 1: Revenue
General revenues

Revenues	2021	2022
	Revenues estimated by the Agency	Budget Forecast
EU Contribution	24,219,500	34,689,842
Other Revenue	p.m.	p.m.
Total Revenue	24,219,500	34,689,842

Revenues	General revenues						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR N+1/N	Envisaged in 2023	Envisaged in 2024
			Agency request	Budget Forecast			
1 REVENUE FROM FEES AND CHARGES							
2 EU CONTRIBUTION	12,577,525	24,219,500	34,689,842	34,689,842	143%	42,843,000	49,534,000
<i>Of which assigned revenues deriving from previous years' surpluses</i>							
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
<i>Of which EEA/EFTA (excl. Switzerland)</i>	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.	p.m.
<i>Of which candidate countries</i>							
4 OTHER CONTRIBUTIONS							
5 ADMINISTRATIVE OPERATIONS							
<i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 61)</i>							
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
Total	12,577,525	24,219,500	34,689,842	34,689,842	143%	42,843,000	49,534,000

Table 2: Expenditure

Expenditure	2021		2022	
	Commitment Appropriations	Payment Appropriations	Commitment Appropriations	Payment Appropriations
Title 1 - Staff Expenditure	8,628,000	8,628,000	12,982,842	12,982,842
Title 2 Infrastructure and Operating Expenditure	2,828,000	2,828,000	3,772,000	3,772,000
Title 3 - Operational Expenditure	12,763,500	4,200,126	17,935,000	8,967,500
Total Expenditure	24,219,500	15,656,126	34,689,842	25,722,342

Expenditure	Executed Budget 2020	Budget 2021	Commitment appropriations				
			Draft Budget 2022		VAR N+1/N	Envisaged in 2023	Envisaged in 2024
			Agency request	Budget Forecast			
Title 1 - Staff Expenditure	3,065,289	8,628,000	12,982,842	12,982,842	2	13,511,000	17,799,000
1.1 Salaries & allowances	1,515,200	5,570,000	10,192,000	10,192,000	183%	10,255,000	13,334,000
<i>of which establishment plan posts</i>	675,835	2,055,000	5,844,000	5,844,000	220%	6,000,000	7,801,000
<i>of which external personnel</i>	839,434	2,921,000	4,348,000	4,348,000	149%	4,255,000	5,533,000
1.2 Expenditure relating to Staff recruitment	551,000	643,000	508,441	508,441	79%	533,000	604,000
1.3 Mission expenses	50,000	90,000	158,400	158,400	176%	160,000	208,000
1.4 Socio-medical infrastructure	125,034	1,180,000	1,050,457	1,050,457	89%	1,380,000	1,978,000
1.5 Training	396,431	150,000	516,300	516,300	344%	328,000	533,000
1.6 External services	420,004	920,000	505,764	505,764	54%	775,000	1,002,000
1.7 Receptions and events	951	40,000	51,480	51,480	129%	80,000	52,000
1.8 Other staff related expenditure	-	20,000	-	-	-	-	-
Title 2 - Infrastructure and Operating Expenditure	3,253,589	2,828,000	3,772,000	3,772,000	133%	5,615,000	5,835,000
2.1 Rental of buildings and associated costs	1,101,975	376,000	195,000	195,000	52%	350,500	709,000
2.2 Information and communication technology	842,291	1,245,000	1,997,000	1,997,000	160%	2,417,000	1,515,000
2.3 Movable property and associated costs	1,016,070	180,000	220,000	220,000	122%	70,000	136,000
2.4 Current administrative expenditure	10,000	254,000	210,000	210,000	83%	611,000	913,000
2.5 Postage/Telecommunications	0	25,000	100,000	100,000	400%	30,000	48,000
2.6 Meeting expenses	54,205	190,000	370,000	370,000	195%	265,000	514,000
2.7 Information and Publishing	99,048	400,000	480,000	480,000	120%	630,000	1,223,000
2.8 Other administrative expenditure	130,000	158,000	200,000	200,000	127%	1,235,500	777,000
Title 3 - Operational Expenditure	5,988,033	12,763,500	17,935,000	17,935,000	141%	20,442,000	25,900,000
Task 1: Access to information and coordination of EURES	5,508,832	-	-	-	-	-	-
Task 2: Cooperation and exchange of information between Member States	-	-	-	-	-	-	-
Task 3: Conciled and joint inspections	294,201	-	-	-	-	-	-
Task 4: Analysis and risk assessment	110,000	-	-	-	-	-	-
Task 5: Capacity Building	-	-	-	-	-	-	-
Task 6: Support to Member States in tackling undeclared work	75,000	-	-	-	-	-	-
Task 7: Mediation disputes between Member States	-	-	-	-	-	-	-
Pillar I: Enforcement		2,730,000	3,550,000	3,550,000	130%	3,750,000	5,207,000
<i>of which Conciled and Joint Inspections</i>		1,305,000	1,000,000	1,000,000	123%	1,050,000	2,291,000
<i>of which Analysis and Risk Assessment</i>		50,000	450,000	450,000	900%	750,000	1,041,000
<i>of which Tackling Undeclared Work</i>		1,375,000	1,500,000	1,500,000	109%	1,350,000	1,875,000
Pillar II: Cooperation		617,000	2,515,000	2,515,000	408%	3,000,000	3,494,000
<i>of which Cooperation - National Liaison Officers</i>		352,000	765,000	765,000	217%	1,000,000	1,164,000
<i>of which Capacity Building</i>		140,000	1,350,000	1,350,000	964%	1,525,000	1,776,000
<i>of which Mediation</i>		125,000	400,000	400,000	320%	475,000	554,000
Pillar III: Information		9,030,400	11,020,000	11,020,000	122%	12,678,000	16,227,000
<i>of which EURES</i>		7,960,400	9,900,000	9,900,000	124%	11,187,000	14,318,000
<i>of which Information and Services</i>		1,070,000	1,120,000	1,120,000	105%	1,491,000	1,909,000
Governance		366,100	850,000	850,000	220%	1,013,400	972,000
<i>of which Tasks of the Committees</i>		-	-	-	-	20,000	19,000
<i>of which Conferences</i>		-	150,000	150,000	-	220,000	211,000
<i>of which Communication and Media</i>		366,100	700,000	700,000	181%	773,400	742,000

Expenditure	Executed Budget 2020	Budget 2021	Payment appropriations		VAR N+1/N	Envisaged in 2023	Envisaged in 2024
			Draft Budget 2022				
			Agency request	Budget Forecast			
Title 1 - Staff Expenditure	1,921,843	8,628,000	12,982,842	12,982,842	150%	13,511,000	17,799,000
1.1 Salaries & allowances	1,384,481	5,576,000	10,192,000	10,192,000	183%	10,255,000	13,334,000
<i>of which establishment plan posts</i>		2,655,000	5,844,000	5,844,000	220%	6,000,000	7,801,000
<i>of which external personnel</i>		2,921,000	4,348,000	4,348,000	140%	4,255,000	5,533,000
1.2 Expenditure relating to Staff recruitment	1,040	643,000	508,441	508,441	70%	533,000	694,000
1.3 Mission expenses	3,338	00,000	158,400	158,400	170%	100,000	208,000
1.4 Socio-medical infrastructure	53,191	1,180,000	1,050,457	1,050,457	80%	1,380,000	1,970,000
1.5 Training	118,232	150,000	516,300	516,300	344%	328,000	533,000
1.6 External services	341,242	920,000	505,764	505,764	54%	775,000	1,002,000
1.7 Receptions and events	761	40,000	51,480	51,480	120%	80,000	52,000
1.8 Other staff related expenditure	18,650	20,000	-	-		-	-
Title 2 - Infrastructure and Operating Expenditure	1,491,035	2,828,000	3,772,000	3,772,000	133%	5,615,000	5,835,000
2.1 Rental of buildings and associated costs	838,492	376,000	195,000	195,000	52%	356,500	700,000
2.2 Information and communication technology	447,097	1,245,000	1,997,000	1,997,000	160%	2,417,000	1,515,000
2.3 Movable property and associated costs	52,028	180,000	220,000	220,000	122%	70,000	136,000
2.4 Current administrative expenditure	9,312	254,000	210,000	210,000	83%	611,000	913,000
2.5 Postage/telecommunications	-	25,000	100,000	100,000	400%	30,000	48,000
2.6 Meeting expenses	75,136	190,000	370,000	370,000	195%	265,000	514,000
2.7 Information and Publishing	68,070	400,000	480,000	480,000	120%	630,000	1,223,000
2.8 Other administrative expenditure	-	158,000	200,000	200,000	127%	1,235,500	777,000
Title 3 - Operational Expenditure	3,838,222	4,200,126	8,967,500	8,967,500	214%	10,221,000	12,950,000
Task 1: Accurate information and coordination of EURES	2,788,719						
Task 2: Cooperation and exchange of information between Member States	611,077						
Task 3: Conciliated and joint inspections	200,166						
Task 4: Analysis and risk assessment	-						
Task 5: Capacity Building	-						
Task 6: Support to Member States in tackling undeclared work	130,200						
Task 7: Mediation disputes between Member States	-						
Pillar I: Enforcement		1,365,000	1,775,000	1,775,000	130%	1,875,000	2,603,500
<i>of which Conciliated and Joint Inspections</i>		652,500	800,000	800,000	123%	825,000	1,145,500
<i>of which Analysis and Risk Assessment</i>		25,000	225,000	225,000	900%	375,000	520,500
<i>of which Tackling Undeclared Work</i>		687,500	750,000	750,000	100%	675,000	937,500
Pillar II: Cooperation		308,500	1,257,500	1,257,500	408%	1,500,000	1,747,000
<i>of which Cooperation - National Liaison Offices</i>		176,000	382,500	382,500	217%	500,000	582,000
<i>of which Capacity Building</i>		70,000	675,000	675,000	964%	762,500	888,000
<i>of which Mediation</i>		62,500	200,000	200,000	320%	237,500	277,000
Pillar III: Information		2,333,576	5,510,000	5,510,000	236%	6,330,300	8,113,500
<i>of which EURES</i>		1,798,576	4,050,000	4,050,000	275%	5,593,500	7,150,000
<i>of which Information and Services</i>		535,000	500,000	500,000	105%	745,800	954,500
Governance		193,050	425,000	425,000	220%	506,700	486,000
<i>of which Tasks of the Committee</i>		-	-	-		10,000	9,500
<i>of which Conferences</i>		-	75,000	75,000		110,000	105,500
<i>of which Communication and Media</i>		193,050	350,000	350,000	181%	386,700	371,000

Annex IV. Human resources – quantitative

Table 1- Staff population and its evolution; Overview of all categories of staff

A. Statutory staff and SNE

Staff	Year N-1 (2020)			Year N (2021)	Year N+1 (2022)	Year N+2 (2023)	Year N+3 (2024)
	Authorised Budget	Foreseen filled as of 31/12/2020	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
ESTABLISHMENT PLAN POSTS							
Administrators (AD)	14	13	93%	27	40	52	52
Assistants (AST)	6	3	50%	11	17	17	17
Assistants/Secretaries (AST/SC)	0	0	-	0	0	0	0
TOTAL ESTABLISHMENT PLAN POSTS	20	16	80%	38	57	69	69
EXTERNAL STAFF	FTE corresponding to the authorised budget	Foreseen FTE as of 31/12/2020	Execution Rate %	Headcount as of 31/12/2021	FTE corresponding to the authorised budget	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	15	9	60%	15	15	15	15
Seconded National Experts (SNE)	30	18	60%	45	60	60	60
TOTAL EXTERNAL STAFF	45	27	60%	60	75	75	75
TOTAL STAFF	65	43	66%	98	132	144	144

B. Other Human Resources

■ Structural service providers⁴⁸

Actually in place as of 31/12/N-1 (2020)	Actually in place as of 31/12/N-1 (2020)
Security	
IT	1
Other (specify)	
.....	
Other (specify)	
.....	
Other (specify)	
.....	

■ Interim workers

	Total FTEs in year N-1 (2020)
Number	5

⁴⁸ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, following general criteria should be fulfilled: 1) no individual contract with the Commission 2) on the Commission premises, usually with a PC and desk 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the added value of the Commission

Table 2- Multi-annual staff policy plan Year N+1, Year N+2, Year N+3

Function group and grade	Year N-1 (2020)				Year N (2021)		Year N+1 (2022)		Year N+2 (2023)		Year N+3 (2024)	
	Authorised budget		Actually filled as of 31/12/2020 (foreseen)		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Permanent posts	Temporary posts
AD 16	-	-	-	-	-	-	-	-	-	-	-	-
AD 15	-	-	-	-	-	-	-	-	-	-	-	-
AD 14	-	1	-	1	-	1	-	1	-	1	-	1
AD 13	-	-	-	-	-	-	-	-	-	-	-	-
AD 12	-	-	-	-	-	-	-	-	-	-	-	-
AD 11	-	-	-	-	-	-	-	1	-	1	-	5
AD 10	-	-	-	1	-	6	-	5	-	6	-	2
AD 9	-	4	-	-	-	-	-	-	-	-	-	-
AD 8	-	-	-	-	-	-	-	5	-	10	-	11
AD 7	-	4	-	3	-	13	-	14	-	15	-	14
AD 6	-	-	-	-	-	-	-	8	-	12	-	12
AD 5	-	5	-	8	-	7	-	6	-	7	-	7
AD TOTAL	0	14	0	13	0	27	0	40	0	52	0	52
AST 11	-	-	-	-	-	-	-	-	-	-	-	-
AST 10	-	-	-	-	-	-	-	-	-	-	-	-
AST 9	-	-	-	-	-	-	-	-	-	-	-	-
AST 8	-	-	-	-	-	-	-	-	-	-	-	-
AST 7	-	-	-	-	-	-	-	-	-	-	-	-
AST 6	-	-	-	-	-	-	-	-	-	-	-	-
AST 5	-	-	-	-	-	-	-	-	-	-	-	1
AST 4	-	2	-	-	-	2	-	7	-	9	-	8
AST 3	-	2	-	3	-	8	-	10	-	8	-	8
AST 2	-	2	-	-	-	1	-	-	-	-	-	-
AST 1	-	-	-	-	-	-	-	-	-	-	-	-
AST TOTAL	0	6	0	3	0	11	0	17	0	17	0	17
AST/SC 6	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC 5	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC 4	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC 3	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC 2	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC 1	-	-	-	-	-	-	-	-	-	-	-	-
AST/SC TOTAL	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	20	0	16	0	38	0	57	0	69	0	69
GRAND TOTAL	20		16		38		57		69		69	

■ External personnel

□ Contract Agents

Contract agents	FTE corresponding to the authorised budget N-1 (2020)	Executed FTE as of 31/12/N-1 (2020) foreseen	Foreseen Headcount as of 31/12/N-1 (2020)	FTE corresponding to the authorised budget N (2021)	FTE corresponding to the authorised budget N+1 (2022)	FTE corresponding to the authorised budget N+2 (2023)	FTE corresponding to the authorised budget N+3 (2024)
Function Group IV	7	5	5	7	9	9	9
Function Group III	8	4	4	8	6	6	6
Function Group II	-	-	-	-	-	-	-
Function Group I	-	-	-	-	-	-	-
TOTAL	15	9	9	15	15	15	15

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget N-1 (2020)	Executed FTE as of 31/12/N-1 (2020)	Foreseen Headcount as of 31/12/N-1 (2020)	FTE corresponding to the authorised budget N (2021)	FTE corresponding to the authorised budget N+1 (2022)	FTE corresponding to the authorised budget N+2 (2023)	FTE corresponding to the authorised budget N+3 (2024)
TOTAL	30	18	18	45	60	60	60

Annex V. Human resources – qualitative

A. Recruitment policy

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	x		
Engagement of TA	Model Decision C(2015)1509	x		
Middle management	Model decision C(2018)2542	x		
Type of post and post titles	Model Decision C(2018)8800	x		

B. Appraisal and reclassification

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Appraisal of TA	Model Decision C(2015)1513	x		
Appraisal of CA	Model Decision C(2015)1456	x		
Reclassification of TA	Model Decision C(2015)9560	x		
Reclassification of CA	Model Decision C(2015)9561	x		

C. Gender representation

Table 1 - Data on 31/12/2020 -statutory staff (only TA and CA)

		Temporary Agents		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%
Female	Administrator level (AD & FG IV)	3	19%	5	56%	8	32%
	Assistant level (AST & FG III)	2	13%	3	33%	5	20%
	Total Female	5	31%	8	89%	13	52%
Male	Administrator level (AD & FG IV)	10	63%	0	0%	10	40%
	Assistant level (AST & FG III)	1	6%	1	11%	2	8%
	Total Male	11	69%	1	11%	12	48%
Grand Total		16	100%	9	100%	25	100%

D. Geographical Balance

Table 1 - Data on 31/12/2020 - statutory staff only

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
AUSTRIA	1	6%	0	0%	1	4%
BULGARIA	1	6%	1	14%	2	8%
CZECH REPUBLIC	1	6%	0	0%	1	4%
FRANCE	2	11%	0	0%	2	8%
GERMANY	1	6%	0	0%	1	4%
GREECE	1	6%	1	14%	2	8%
HUNGARY	1	6%	0	0%	1	4%
ITALY	2	11%	1	14%	3	12%
LITHUANIA	1	6%	1	14%	2	8%
POLAND	3	17%	0	0%	3	12%
PORTUGAL	1	6%	0	0%	1	4%
ROMANIA	2	11%	0	0%	2	8%
SLOVAKIA	1	6%	2	29%	3	12%
SPAIN	0	0%	1	14%	1	4%
TOTAL	18	100%	7	100%	25	100%

E. Schooling

Agreement in place with the European School(s) of				
Contribution agreements signed with the EC on type I European schools	Yes		No	X
Contribution agreements signed with the EC on type II European schools	Yes		No	X
Number of service contracts in place with international schools:	4			
Description of any other solutions or actions in place:				
<p>Schooling is a key factor in fostering multilingualism and enabling ELA to attract and retain diverse qualified staff. The Authority will continue recruiting on the broadest possible geographical basis from among the nationals of the EU Member states.</p> <p>In the area of the seat of the Authority, there is no European school. To that end, the Authority is continuing to implement the MB Decisions on schooling and pre-school facilities costs for the children of ELA staff.</p>				

Annex VI. Environmental management

While the overall environmental policy and management system will be further defined, specific actions related to environmental management will continue.

The seat of the Authority is in a newly constructed building, Landererova 12, and is located in the developed Eurovea district (Bratislava, Slovak Republic), completed in 2018 and received Leadership in Energy and Environmental Design (LEED) Gold certificate. The building uses 32 % less primary energy and 50% less drinking water usage than conventional buildings, resulting a total consumption of energy is 75 kWh/m².a, with primary energy: 116 kWh/m².a; CO₂ Emission 13.9 kg/(m².a). Features include recharging stations for e-cars, showers and changing rooms for cyclists, and good connections to surrounding cycle routes.

As a joint tenant of the building, the Authority intends to integrate with the certified management systems already installed by the Landlord and within the context of the Authority's sustainability strategy as an effective way to manage resources more efficiently through the simplification of several activities associated with these systems' maintenance and improvement. Those integrated management system could be ISO 9001 (quality), ISO 27001 (information security), ISO 10002 (complaints handling), OHSAS 18001 (health and safety), UNE 170001 (universal accessibility), ISO14001 certifications or the registration as a member of the EcoManagement and Audit Scheme (EMAS) environmental management system.

In an effort to maintain a sustainable environment, the Authority will seek to maintain a high quality and sustainable physical environment by maximising its facilities and services' efficiency, minimising the environmental impact of its operations particularly in the areas of production of waste, consumption of resources, and greenhouse gas emission, and provide staff with improved working conditions. Initiatives that would contribute to limit the aforementioned environmental impact will be identified. Examples of this are:

- ▷ Printing policy that discourages the physical printing and also reducing the amount of colour printing, by limiting the number of colour printers to one. Personal printers will not be permitted at the premises, as the follow-me printing provides sufficient privacy for printing of sensitive documents. The Authority will work on the definition of an action plan to diminish plastic, toner and paper consumption.
- ▷ Avoiding ICT infrastructure on the premises, taking more advantage of Cloud services, where power consumption is shared with other customers. The Authority will start working on the digitalisation of its archives management and consider its integration into the facilities management system.
- ▷ Digitalisation, enabling technologies that promote on-line collaboration and thus reducing the reliance on missions and the toll these have on the environment, but also encouraging staff to hold AV conferences at their desk/tele working, thus saving on the consumption of expensive meeting room capacity.
- ▷ Technical equipment meet the requirements of LEED certification parameters such as efficiency of cold production or water consumption in sanitary facilities. The Authority will consider initiatives of the automation of facilities management.
- ▷ Sorting of recyclable waste, setting up adequate collection containers within the premises for the sorted collection of the following types of recyclable waste: paper, cardboard, plastic, glass and metals, according to the local practice in Slovakia. The Authority will address different possibilities to further increase staff awareness in all premises in the recycling program.
- ▷ Reducing the carbon footprint, the Authority will work on the definition of a set of actions to minimise its greenhouse gas emissions produced by daily commuting and cooperation activities and policies for offsetting the production of necessary greenhouse gas emissions. Those actions will be based on principles such as greater use of bicycles, public transport and car sharing, encouraging the acquisition of low/zero

emission vehicles, evaluating the need for offsetting carbon emissions for missions and meetings-related travelling or encouraging the organisation of online or hybrid meetings, when feasible.

- ▷ Green Public Procurement (GPP) will be anchored in the Authority's calls for tenders. The Authority is strongly committed to improve its environmental performance and one of the means to achieve high environmental performance is to engage our service providers and vendors towards environmental excellence. Thus, the Authority will start working on integrating the concept of circular economy into its own procurement processes and will seek ways to reduce the impact of waste (repairing and reusing its assets, donating declassified furniture and IT equipment).

Annex VII. Building policy – year 2021

Building Name and type	Location	SURFACE AREA (in m ²)			RENTAL CONTRACT					Host country (grant or support)
		Office space	non-office	Total	RENT (€/year)	Duration of the contract (years)	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
Landererova 12, or L12, Administrative building (2022)	Landererova 12, Bratislava 1, 81109, Slovakia	3.436,70	1.282,40	4.719,10	12,00	20 years	Sublease	Y	If ELA ceases to exist, if ELA relocates, if Slovak Republic ceases as a EU Member State ⁴⁹	Slovakia

Table. Details of rented premises for the European Labour Authority in 2022.

The provisions for the seat of the Authority have been established in Decision (EC) 2020/1199 and ELA has moved to its permanent location in Bratislava Slovakia from September 2021. In the new premises on Landererova 12, or L12, and will have a lettable floor area of 4 719.1 m² of which approx. 1 282.4 m² will be dedicated to a conference centre for ELA. The building was newly constructed in 2018 and ELA will be the first tenant on the floors assigned. The building is expected to fit the Authority's needs for its specific installations, equipment, conference centre and office space. The office space and infrastructure were gradually made available during 2021, while the conference facilities will be finalised in Q1 2022.

The lease for the modern building Landererova 12 is for a period of 20 years with an option to break the lease under certain circumstances.

The building is shared tenancy with the Authority occupying 4 floors of the available 14 lettable floors in the building.

⁴⁹ According to the 'termination clause' ELA may terminate the Sublease Agreement in case ELA ceases to exist; relocation of ELA outside Slovak Republic; or Slovakia exiting the European Union. Further conditions attached to these events depending on whether it would occur within the first 10 years of the sublease or after.

Annex VIII. Privileges and immunities

The negotiations for the Headquarters Agreement with the Slovak Republic as the host Member State were finalised in mid-July 2021. Both sides initiated the internal approval procedures. For ELA, the Management Board approved the Agreement end of July. The mutual signature of the Agreement was done on 4 October 2021. Under its provisions, Slovakia provides full compliance for ELA staff and relatives with the “Protocol on the Privileges and Immunities” of the European Union and also granted some temporary tax measures which will facilitate the integration of ELA staff in Bratislava.

Annex IX. Evaluations

The rules and procedures for ex-ante and ex-post evaluations are to be initiated in 2021 and further developed and implemented in 2022.

Annex X. Strategy for the organisational management and internal control systems

The first Internal Control Framework of ELA has been adopted by the Management Board in December 2020. Based on the progress made in 2021 on the further development of an Internal Control system and the development of a control strategy, the focus will be on the effective implementation of the different types of controls to ensure a proper internal control system for the assurance process.

The first Anti-fraud Strategy of ELA, which was adopted by the Management Board in May 2021, follows the methodology and guidance provided by OLAF and include the required set of anti-fraud measures to be put in place in EU decentralised agencies. The focus will be on the implementation of key factors identified in the action plan accompanying the strategy.

Throughout its start-up phase, ELA continues providing training and raising awareness on important topics such as procurement, fraud, and ethics for newcomers and already established staff to create an effective anti-fraud culture in the Authority.

In September 2021, the Management Board approved the Mission Charter of the Internal Audit Service (IAS) of the Commission which performs ELA's internal audit function. The IAS Mission Charter implements the objectives, tasks, responsibilities and rights of the IAS, in line with international standards which are also referred to in ELA's Financial Rules.

In 2022, ELA will further develop its internal control system by performing a detailed risks assessment mapping and developing additional internal procedures and workflows following the risk mapping.

Annex XI. Plan for grant, contribution or service-level agreements

General information					Financial and HR impact				
Service-level agreements									
Actual or expected date of signature	Total amount	Duration	Counterpart	Short description	Amount/ Nr of CA/ Nr of SNEs	N	N+1	N+2	N+3
27/03/2020		From 01/04/2020 renewable yearly	The British International School Bratislava	In non-existence of European school, several SLAs to be concluded to provide schooling services	Not known				
15/06/2021		From 06/2021 renewable yearly	The American International School Vienna	As above	Not known				
15/06/2021		From 06/2021 renewable yearly	The Primary School - Základná škola Beňovského 1	As above	Not known				
23/06/2021		From 06/2021 renewable yearly	The Cambridge International School and Funiveristy Kindergarten Bratislava	As above	Not known				
23/09/2021		From 09/2021 renewable yearly	Lycee Francais Vienna	As above	Not known				
01/07/2020		09/2020 ongoing	Eurofound	Accounting Officer	Not known				
13/10/2020		10/2020	Shift2Rail Joint Undertaking	provision of TESTA-ng services	Not known				
05/08/2019			DG DIGIT	Global SLA, Procurement, Website, NDP, EU CV Online	Not known				
16/12/2019			DG DIGIT	Digital Workplace Services	Not known				
12/08/2019			DG HR	Global SLA and annexes A, B, D, DS, E and IDOC	Not known				
12/08/2019			CDT	Global SLA – translation services	Not known				

05/08/2019			EPSO and EUSA	Global SLA	Not known				
25/10/2019			SCIC	Global SLA in the area of conference interpretation	Not known				
20/12/2019			PMO	Global SLA	Not known				
12/12/2019		Start on 01/03/2021 at the earliest	DG BUDG	Global SLA (ABAC-Treasury Services)	Not known				
29/11/2019		From 11/2019 ongoing	EUAN	Global SLA Inter-Agency services – network of agencies - SLA of the EUAN SSO (EUAN Shared Support Office)	Not known				
08/07/2020			OIB	OIB's operational, logistical, administrative and real estate services, goods and work	Not known				

Annex XII. Strategy for cooperation with third countries and/or international organisations

At the time of drafting of the Single Programming Document, the authority is still being set up and growing, and thus has limited resources and insufficient capacity to tackle all the tasks assigned to it. As such, at this moment, ELA's strategy towards third countries and/or international organisations is still to be developed. Once the strategic priorities of the authority are developed, a strategy for cooperation with third countries and/or international organisations will be prepared in close collaboration with the European Commission and the ELA Management Board. Prior to conclusions of such a strategy, ELA will work closely with relevant European Commissions DGs, in compliance with its mandate and in close dialog with the ELA Management Board for any action/activity addressing issues beyond the EU.

The ELA Regulation stipulates that representatives from third countries which are applying the Union law in areas covered by the Regulation may participate in the meetings and deliberations of the Management Board as observers, therefore the EEA EFTA countries have been invited to ELA Management Board meetings from the outset.

Third countries may further participate in ELA activities after concluding a formal agreement with the Union. For an EU act to apply to the EEA EFTA States, the EEA Joint Committee must adopt a Decision to incorporate the act into the EEA Agreement. The process of incorporating the ELA Regulation into the EEA Agreement started in 2020. On average, this process takes two years to conclude, but it can be shorter or longer. The EU has bilateral agreements with Switzerland. In 1999 both parties signed the Agreement on Free Movement of Persons (AFMP).

However due to the importance of EEA countries continued and active participation in the area of labour mobility, and following a request by the EFTA Secretariat, EEA countries have recently been allowed to participate in the ELA working groups on Inspections, Mediation and Information prior to the incorporation of the ELA Regulation into the EEA agreement. ELA will manage the European Coordination Office of EURES and integrate the European Platform to enhance cooperation in tackling undeclared work, where the EEA EFTA States already participate as observers. In this light and following consultation of the ELA Management Board, it was decided to allow the EEA EFTA States to participate in ELA Working Groups as observers on an ad hoc basis. ELA has further received a request from Norway to participate in the Action Plan on Seasonal Workers, which was accepted by ELA's Management Board.

Financial contributions by the EEA EFTA countries are set by the EEA agreement (protocol 31) and based on annual proxies. Pending confirmation of any such contributions, the ELA budget indicates a p.m. pro memoriam. It could also happen that the countries will not be willing to contribute to the ELA budget. This cannot be known until the EEA Agreement and in particular, EEA Protocol 31 is amended. Until the incorporation of the ELA Regulation into the EEA agreement any costs incurred with any of the activities where EEA countries have been allowed to participate on an ad hoc basis prior to incorporation of the ELA Regulation into the EEA agreement, should be borne by the countries concerned.

The participation of Switzerland in ELA activities beyond the Management Board can only take place once the EU Switzerland Agreement on Free Movement of Persons (AFMP) is amended. Anticipated participation such as that granted to the EEA countries is thus not possible at this stage.

Third countries that have entered into agreements with the Union could propose seconded national experts to ELA. In the case of the EEA EFTA countries, this will be possible once the Joint Committee adopts the Decision and in the case of Switzerland once, the AFMP is amended. The ELA Management Board will then need to make the necessary practical arrangements when the issue arises.

