

Draft

SINGLE

PROGRAMMING

DOCUMENT

2022 – 2024

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Foreword

2019 was the year of the Authority's establishment. 2020, the first full year of activity. 2021, the year of transition. 2022-2024, the period covered by this programming document, will see ELA mature from an Authority now ready to grow in strength and operational effectiveness, after having grown in size by kick-starting new tasks and integrating new bodies, to an established Authority with full operational capacity. By 2024, the Authority's budget will reach EUR 50 million and it will have approximately 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.

ELA's guiding motto so far has been to be *ambitious but realistic*. This motto shall also guide the Authority throughout its period of growth, having proven itself to be a strategy of success up to now. Realistic, because ELA started with its "two priorities strategy" in 2020 (i.e. "Facilitating access to information on labour mobility" and "Coordination and support of concerted and joint inspections"). Ambitious, because it already proved its worth on a number of occasions, such as by participating in five pilot inspections in less than a year after its establishment and despite a global pandemic, drafting a set of tools and procedures to facilitate cross border inspections, setting up a successful ELA Translation Facility that covered over 50 translations in less than 3 months, or welcoming and successfully integrating 35 new staff scattered across the Union, including 18 National Liaison Officers, despite teleworking measures and travel restrictions. 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 it is clear that 2020 will remain as a reference year for many developments in the 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.

While the Authority is in the course of reaching its full capacity by 2024, at the moment this document is developed, ELA is still amidst preparations for its financial autonomy, welcoming its first Executive Director, and awaiting its move to its new headquarters in Bratislava. The Authority's commitment to deliver must be understood within this context, noting that the present document provides a preliminary multiannual planning and a preliminary draft work programme for 2022, which will be updated accordingly over the course of 2021 until its final adoption by 30 November 2021.

The structure of the document follows the new guidelines for Single Programming Documents¹, the annex of the new Financial Framework² regulation.

¹ C(2020) 2297 final, 20 April 2020. Communication from the Commission on the strengthening of the governance of Union Bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the Single Programming Document and the Consolidated Annual Activity Report.

² Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council.

This document introduces five pillars for ELA activities. Four of them are closely linked to the tasks of the Authority, and are aimed on implementing ELA's objectives, while the fifth one is foreseen to gather all the activities carried out to support ELA's functioning and its staff. The multiannual section is covering a window of three years (2022 – 2024) and is aligned following the five pillars mentioned above.

The Authority will develop during 2021 a structured performance management system that will support the development of coherent Key Performance Indicators (KPIs). As such this draft document will be revised before the Management Board's final approval in the second part of 2021.

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

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 Authority³ shall be to contribute to ensuring fair 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 aligning with the European Pillar of Social Rights jointly proclaimed by the European Parliament, the Council and the Commission in November 2017.

Ensuring fair 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 do so 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. At the same time ELA is committed to implement the UN Sustainable Development Goals⁴ in all its policies, especially referring to the 8th Goal aiming at ensuring decent work and inclusive and sustainable economic growth.

³ See Article 2 of Regulation (EU) 2019/1149

⁴ 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.

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) 2016/589⁵) and Regulation (EU) 492/2011;
- Carrying out concerted and joint inspections in accordance with Article 10 of Directive 2014/67/EU
- Support of risk assessment referred to in Article 10 of Directive 2014/67/EU
- 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.

⁵ 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

One central challenge over the coming years will be to integrate the expertise and knowhow that is now still spread over too many disciplines and instruments and functions “in silos”. Moreover, it will be of great importance to monitor the evolution of policy areas underlying and tangent to ELA’s working areas to identify emerging issues but also 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.

A further challenge will be for ELA 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 - building also on the example of EURES and the European Platform tackling Undeclared Work - communication opportunities, working visits and joint trainings that will build the trust between all relevant actors but also in ELA, and that is necessary for smooth cooperation and the efficient and effective enforcement of fair EU labour mobility.

Smooth cooperation will also be required with other EU institutions, bodies, Agencies, services and networks, including the European Commission. Subject to cooperation agreements and memoranda of understanding that will be signed, the Authority will aim in all its activities at ensuring cooperation, avoiding overlaps, promoting synergies and complementarity with other decentralised Union agencies and specialised bodies, such as the Administrative Commission.

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.

1.1 EU Context

Other 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.

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

EU labour mobility has shown an upward trend throughout the last decade, almost doubling in numbers compared to a decade ago. Whether such an increase is still foreseen for the period beyond 2020, the year of the outbreak of the COVID-19 pandemic, is yet unpredictable. Due to this, many possible developments lie open: labour mobility might change in its frequency (short vs. long-term), direction (return mobility or increase of mobility from high-unemployment to low-unemployment countries), target groups and target sectors. 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 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 Parliament⁶, Council⁷ and the European Commission⁸ have called for appropriate actions to be taken on EU and national level, also in cooperation with ELA, to address these challenges and issues. Lastly, the pandemic has also had a differentiated impact on women and men as well as other societal groups in the world of work.

► **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 work and recruitment agencies, undeclared work, etc.

► **Posting of workers**

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. ELA supports 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).

In the same time, the Member States will implement the legislation adopted under the s.c. 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. The 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.

⁶ 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.

⁷ Council Conclusion of 9 October 2020 on Improving the working and living conditions of seasonal and other mobile workers.

⁸ 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.

► **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 2016⁹. 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.¹⁰ 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 2019.¹¹

The provisional agreement reached was not acceptable to a qualified majority of Member States¹² and thus inter-institutional negotiations have resumed in September 2019 regarding a limited number of provisions of the provisional agreement.

The legislative process is currently ongoing¹³.

► **Action Plan on the European Pillar of Social Rights¹⁴**

The European Pillar of Social Rights is the EU social strategy to make sure that the transitions of climate-neutrality, digitalisation 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 will launch the Pillar's Action Plan¹⁵ (to be presented in early 2021) to roll-out further initiatives to deliver on the rights and principles enshrined in the Pillar with a view to reconciling the social and the market in today's modern economy.

1.2 Global Context

Some horizontal factors which likely will have an impact on the areas ELA is operating in and have relevance for its mandate include: Gender and Diversity Strategy and Digitalisation¹⁶

⁹ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52016PC0815>

¹⁰ <https://www.consilium.europa.eu/en/press/press-releases/2018/06/21/coordination-of-social-security-systems-council-agrees-general-approach/>

¹¹ <https://data.consilium.europa.eu/doc/document/ST-7698-2019-ADD-1-REV-1/en/pdf>

¹² <https://www.consilium.europa.eu/en/policies/rules-social-security-systems/>

¹³ [https://oeil.secure.europarl.europa.eu/oeil/popups/ficheprocedure.do?reference=2016/0397\(COD\)&l=en](https://oeil.secure.europarl.europa.eu/oeil/popups/ficheprocedure.do?reference=2016/0397(COD)&l=en)

¹⁴ This paragraph will be further updated once further information about the Action Plan is known, including ELA's place in it.

¹⁵ <https://ec.europa.eu/social/main.jsp?catId=1226>

¹⁶ The "Global Context" section will be further developed in 2021 to include a more enhanced list of horizontal factors which are likely to impact the general context ELA is operating in.

► Gender and Diversity Strategy

In the past years, the EU has given a more pronounced focus at fairness aiming at inclusiveness¹⁷. 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 levels¹⁸. Subject to the Gender and Diversity strategy developed in 2021, ELA will further consolidate gender, diversity and equality mainstreaming of its work, throughout its core tasks but also within its administrative structure. For example, during the planning phase of cross border inspections ELA will focus also on sectors (e.g. cross-border care-taking and private household services) where a vast majority of the staff are women, thus contributing to ensure equal and fair working conditions. An information campaign may be launched targeting these sectors with the aim of informing workers of their rights in the hosting country and to protect them from abuse by their employers. 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. These are only examples of how ELA will integrate a gender and diversity dimension into its work, eventually cutting across all of ELA's pillars.

► 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 offline economies are increasingly blurred, as digital and physical services are increasingly intertwined. More specifically, digitalisation may also result in legal uncertainty as regards applicable legislation (labour and social security) in situations of cross-border telework, as demonstrated by the COVID-19 pandemic. In addition, the emergence of new forms of work across labour markets (including platform work) exacerbate the need for further research and data to prepare an adequate strategy to identify and tackle challenges impacting EU labour mobility within ELA's remit. At the same time, digital tools may enhance the enforcement of applicable rules on labour mobility and the tackling of undeclared work, in particular through facilitated access to information and quicker information exchanges and checks.

¹⁷ The latest example is the announcement on 18 September 2020 by President von der Leyen of a EU Anti-racism Action Plan 2020-2025

¹⁸ 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. 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.



**II. MULTI-ANNUAL
PROGRAMMING
2022-2024**

2.1 Multi-annual Programming 2022-2024

The Authority's main priority until 2024 will be to have the 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 the Authority will have.

ELA's objectives contribute to ensuring fair labour mobility across the Union and 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. In this document, to balance and better distribute the activities carried by the Authority, four pillars¹⁹ of operation are defined to cover all tasks listed in Article 4 and then detailed in the following articles, from Article 5 to Article 13. In addition, a horizontal/cross cutting area of operation is defined, where all activities required to support delivering the work of the Authority and its staff are listed. These five pillars of operation, within which the Authority shall deliver, without prejudice to Member States' autonomy, are:

- I. Facilitating access to information and services;
- II. Enhancing and supporting cooperation and joint action;
- III. Mediation²⁰ and facilitating solution in cross border disputes;
- IV. Increasing capacity and knowledge;
- V. Enabling the European Labour Authority

Figure 1. The five pillars of ELA's activities, both operational and cross cutting



¹⁹ In the near future, ELA will develop a strategy that will set the strategic objectives for several years and allocation of resources. Until then, the present proposal is the result of consultations carried out with the Management Board and Stakeholder Group and relies on the initial activities carried out by the Authority.

²⁰ Without prejudice to the tasks and activities of the Administrative Commission for the Coordination of Social Security Systems established by Regulation (EC) No 883/2004 of the European Parliament and of the Council (6) (the 'Administrative Commission')

The remainder of this section describes the actions needed to fulfil ELA's objectives, and how the pillars introduced here are linked to the legal requirements and tasks assigned to the Authority²¹.

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

Pillars	Linked to ELA Regulation & ELA tasks
Facilitating access to information and services	<ul style="list-style-type: none"> ▶ Article 5 – Information on labour mobility ▶ Article 6 – Coordination of EURES ▶ Article 14 – Cooperation with agencies and specialised bodies ▶ Article 16(2) – Administrative and management structure (setting up working groups or expert panels)
Enhancing and supporting cooperation and joint action	<ul style="list-style-type: none"> ▶ Article 7 – Cooperation and exchange of information between Member States ▶ Article 8 – Coordination and support of concerted and joint inspections ▶ Article 9 – Arrangements for concerted and joint inspections ▶ Article 12²² – European Platform to enhance cooperation in tackling undeclared work ▶ Article 14 – Cooperation with agencies and specialised bodies ▶ Article 15 – Interoperability and exchange of information ▶ Article 16(2) – Administrative and management structure (setting up working groups or expert panels)
Mediation and facilitating solution in cross-border disputes	<ul style="list-style-type: none"> ▶ Article 13 – Mediation between Member States ▶ Article 16(2) – Administrative and management structure (setting up working groups or expert panels)
Increasing capacity and knowledge	<ul style="list-style-type: none"> ▶ Article 10 – Labour mobility analyses and risk assessment ▶ Article 11 – Support to capacity building

²¹ The allocation of resources will be presented in the next version in the Annexes.

²² Article 12 of the founding Regulation (European Platform tackling undeclared work) outlines tasks which spread across more than one of ELA's pillars of activities.

Pillars	Linked to ELA Regulation & ELA tasks
	<ul style="list-style-type: none"> ▶ Article 12 – European Platform to enhance cooperation in tackling undeclared work ▶ Article 14 – Cooperation with agencies and specialised bodies ▶ Article 16(2) – Administrative and management structure (setting up working groups or expert panels) ▶ Article 23(2)(a) – Stakeholder Group (labour mobility analyses and risk assessment, as referred to in Article 10)
Enabling European Labour Authority	<ul style="list-style-type: none"> ▶ Article 24 - Annual and multi-annual programming ▶ 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 transparency, protection of data and communication, privileges and immunities, to Headquarters agreement and operating conditions

Table 2. Addressing to operational objectives

Objective (Article 2)	Pillars of operation
2.(a) facilitate access to information on rights and obligations regarding labour mobility across the Union as well as to relevant services;	Facilitating access to information and services Increasing capacity and knowledge
2.(b) facilitate and enhance cooperation between Member States in the enforcement of relevant Union law across the Union, including facilitating concerted and joint inspections;	Enhancing and supporting cooperation and joint action Increasing capacity and knowledge
2.(c) mediate and facilitate a solution in cases of cross-border disputes between Member States;	Mediation and facilitating solutions in cross-border disputes Increasing capacity and knowledge
2.(d) support cooperation between Member States in tackling undeclared work.	Enhancing and supporting cooperation and joint action Increasing capacity and knowledge

The following table presents on more detail the areas covered by each pillar and some tentative indicators²³ are proposed.

Table 3. Detailing the main areas of operation. Specific multiannual activities and indicators

Pillars	Activities	Performance Indicators
I - Facilitating access to information and services	<ul style="list-style-type: none"> ▶ Labour mobility section on Your Europe website ▶ Development of national online and offline information tools to mobile individuals and employers; ▶ Expertise and technical support for capacity building and information campaigns and actions (see pillar IV for more details); ▶ Cooperation with all relevant EU mobility networks ▶ Assist the EURES Network ▶ Manage the EURES Portal 	<ul style="list-style-type: none"> ▶ Number of updates; 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; ▶ The indicators of the network and the portal (EURES Performance Measurement System (PMS²⁴) core and network indicators)
II - Enhancing and supporting cooperation and joint action	<ul style="list-style-type: none"> ▶ Develop and maintain efficient cooperation and information exchange framework between national authorities, involving, where relevant, also social partners in accordance with national law and practice ▶ Enhance the framework for coordination and support of concerted and joint inspections; ▶ Provide expertise and technical support for capacity building and 	<ul style="list-style-type: none"> ▶ Number of exchanges ▶ Level of stakeholders satisfaction ▶ Number of cross-border inspections (in total and by sector) coordinated and supported by ELA, including at the request of Member States, as suggested by ELA and 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

²³ The Authority intends to develop a performance management framework, and part of that to develop KPIs both for multiannual objectives and for the annual activities.

²⁴ 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)

Pillars	Activities	Performance Indicators
	<p>awareness raising activities (see pillar IV for more details)</p> <ul style="list-style-type: none"> ▶ Maintain collaboration with strategic partners (e.g. EUROPOL, EUROJUST, EU-OSHA and SLIC) ▶ Further development of the European Platform to tackle Undeclared Work; fostering synergies between the Platform and other ELA tasks ▶ Enhancing cooperation, joint actions and mutual learning as well as developing and disseminating expertise in the area of tackling undeclared work 	<p>to participate; Satisfaction rate with ELA coordination and support</p> <ul style="list-style-type: none"> ▶ Number of mutual learning and training activities organised; Number of participants trained; Number of campaigns organised; Satisfaction rate with ELA activities ▶ Collaboration with strategic partners ▶ Business continuity in the activities of the Platform
<p>III – Mediation and facilitating solution in cross-border disputes</p>	<ul style="list-style-type: none"> ▶ Mediation activities ▶ Expertise and technical support for capacity building, information and communication activities (see pillar IV for more details) ▶ Monitoring, evaluation and reporting activities 	<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.

Pillars	Activities	Performance Indicators
		<ul style="list-style-type: none"> ▶ 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.
IV - Increasing capacity and knowledge	<ul style="list-style-type: none"> ▶ Intelligence capacity (labour mobility analyses, risk assessment and peer reviews) ▶ Capacity building activities ▶ Coordination, information and communication activities, including participants stakeholder engagement 	<ul style="list-style-type: none"> ▶ Impact and follow-up by other ELA activities; number of analyses, peer reviews; number of Member States involved in the peer review process; ▶ Requests for trainings by key stakeholders; n° of training activities delivered; take up by Member States; n° 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
Enabling European Labour Authority	<ul style="list-style-type: none"> ▶ Proper management, planning, coordination and control <ul style="list-style-type: none"> ▷ Plan for emergency situations and contingency plan ▶ Management of financial and human resources ▶ Facilities management and IT support ▶ Facilitate the dissemination of the work and results of the Authority using several communication channels 	<ul style="list-style-type: none"> ▶ Compliance to regulations ▶ Staff satisfaction, recruitment indicators ▶ Implementation of commitment appropriations target ▶ Reliable infrastructure and services ▶ Increased outreach, increased visibility of the ELA website etc.

While the indicators presented in the table above are tentative, during 2021, 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.

In the following sections, the pillars linked to the objectives outlined in the previous paragraphs are introduced in more depth. Under these pillars, activities and actions are developed as programmed in section III (annual work programme 2022).

Pillar I: Facilitating access to information and services

Reliable 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 labour mobility for individuals and employers.

Throughout the period of 2022-2024, the Authority will pursue its work on facilitating access to information and services for individuals, employers and social partner organisations. A priority since 2020, ELA will increment efforts and further articulate the work done so far. 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 workers and employers. Following the finalisation of its transfer to ELA, the EURES network and its services will fully integrate into a comprehensive and coherent strategy supporting fair mobility in Europe.

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

a. 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 gateway²⁵ (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 the relevant EU websites, most notably including Your Europe and the EURES portal, in an integrated, coherent and user-friendly manner of all necessary information and access to services for individuals, employers and social partner organisations as regards to all aspects of EU labour mobility. In 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.

b. Support the development of national on/offline information tools and activities to mobile individuals and employers

Also through the activities of its Working Group on Information, ELA will develop extensive support to the development of national online and offline information tools and activities targeted at mobile individuals and employers. Firstly, it will promote a permanent forum for peer review of national websites and exchange of information practices between the Member States, with the active cooperation of the social partners. Second, it will support information activities through the development of methodological tools (such as templates for information, checklists, joint Approaches) aimed at inspiring national administrations when designing their national websites, direct support to translations into other languages of webpages providing information to mobile individuals and employers, and the exchange of practices with respect to services to individuals (e.g. the Bodies for free movement²⁶). ELA's activities will address in a strategic manner all labour mobility areas and undertake sector-specific initiatives, including in the fields of road transport and cross-border seasonal work.

²⁵ 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.

²⁶ 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

c. Expertise and technical support for capacity building, information campaigns and actions

With a view to strengthening Europe's information capacities, ELA will organise specific trainings, mutual learning workshops and develop community of practices for national administration staff as well as other stakeholders including the social partners on online and offline communication methods and tools. This activity will be implemented in close cooperation with Pillar IV, with the team coordinating capacity building and trainings. In close cooperation with the Commission and the social partners, including at sectoral level, 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, along the lines described under Pillar IV.

d. Cooperation with all relevant EU mobility networks

ELA will ensure tight cooperation with all relevant EU mobility networks, including the Bodies for free movement, SOLVIT and Your Europe Direct services to individuals and businesses in order 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 and discuss them with the relevant authorities, including also carrying out labour mobility analyses and risk assessment by ELA.

e. Assist the EURES Network

ELA will manage the European Coordination Office (ECO) and assist the EURES Network in carrying out its activities, to further develop them in line with the results of the evaluation and by ensuring a strong integration and coherence with the other ELA activities, most notably in the field of facilitating access to information. The EURES network will continue to actively contribute to the development and implementation of information activities such as campaigns targeting individuals and employers, and particular segments thereof.

ELA 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 (2021-2025) and will be carried out with a view to improve the matching between jobseekers and employers (including through E(O)JDs) and 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 NCOs, to continuously improve the quality of services provided and adapt it to current labour market trends. In addition EURES staff will benefit from the general capacity building 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 the data and information collection under the single digital gateway²⁷ are further specified in the Commission Implementing Regulation (EU) 2020/1121.

²⁷ 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.

f. Manage the EURES Portal

ELA will be the business owner and will manage the EURES Portal²⁸, 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, improve user experience and interoperability, including with other EU portals, notably Europass.

ELA will ensure the continuity of the Helpdesk service for all users of the Portal. Synergies with the rest of ELA information activities will be exploited in particular in relation to the Living and Working Conditions section and the information provided on Your Europe webpages on labour mobility, and also translations. ELA will work to increase the number of jobseekers and employers registered on the Portal, as well as vacancies available on the Portal and ensure their quality, in line with user feedbacks and the ex-post evaluation.

Pillar II: Enhancing and supporting cooperation and joint action

To date, in light of the current volume of cross-border mobility, the number of cross-border concerted and joint inspections appears not to be sufficient to address all the challenges. To answer these challenges, the Authority will provide necessary coordination and support to Member States' organizing concerted and joint inspections. It will also undertake to increase Member States', and where relevant, Social Partners', capacity to ensure protection of persons and businesses exercising their right to free movement and freedom to provide services (in the context of posting of workers) as well as tackling irregularities with cross-border dimension in relation to Union law within scope of its founding Regulation. Furthermore, with a view to ensuring the fair, simple and effective application and enforcement of Union law, the Authority will support cooperation and the timely exchange of information between Member States. ELA will fully exploit the expertise accumulated thanks to the activities of the European Platform tackling undeclared work, in particular as regards addressing cross-border abuses in the labour mobility field. Well-functioning cooperation and information exchange mechanism should help the responsible authorities to smoothly plan, implement and follow up cross border actions. The work on labour mobility analysis and risk assessments from Pillar IV will contribute to addressing issues such as abusive practices in relation to subcontracting, employment of third-country nationals, bogus posting, bogus self-employment and letter-box companies.

a. Cooperation and information exchange framework between national authorities

ELA will work towards developing an efficient framework for the cooperation between national authorities, including through the work of National Liaison Officers (NLOs). This will imply using, and where necessary developing, secure and data-protection compliant channels, supporting the use of existing channels (e.g. Internal Market Information System), creating a database of contact points and smooth procedures to reach them. This work will build on the activities carried out in the second half of 2020 and in 2021. NLOs are essential for building trust in the quality of cooperation amongst the Member States and with ELA, including, where relevant, national social partner organisations in line with national law and practice.

ELA will work on increasing the speed and seamlessness of information exchange between Member States. This work will build on the work done in 2021, including the analyses regarding the use of the Internal Market Information system (IMI), as well as a mapping of existing methods/platforms to exchange information between Member States, ELA and the Commission and identifying and addressing impediments for their use in practice.

²⁸ EURES Portal's technical operation and IT development will remain the responsibility of the European Commission.

b. Coordination and support of concerted and joint inspections

ELA will establish and maintain a fully-functioning framework enabling Member States to smoothly 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 as well as extensive capacity building instruments and both 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. 4.1) to encourage a proactive approach to concerted and joint inspections and to enable focusing on specific risk pertinent sectors, including, where relevant, through sectoral strategies.

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 mandate, but which may necessitate further action. For these cases ELA developed a specific workflow defining the steps for processing and reporting suspected irregularities²⁹.

c. Expertise and technical support for capacity building, knowledge sharing and awareness raising

ELA will enhance the cooperation between Member States and, where relevant, with social partners, by deepening the shared understanding of the applicable legislations (EU and national) in the field of EU labour mobility as well as national systems for labour inspections; making use of a variety of tools, sectoral strategies and activities ranging from guidelines to training programmes; staff exchanges; peer reviews, mutual assistance and awareness raising campaigns; as well as setting up an informal "ELA network of inspectors", with the objective of having a critical mass of labour inspectors across national competent authorities with a sound understanding of how to organise and conduct concerted and joint inspections.

These activities will be developed and implemented in close cooperation with the team coordinating capacity building (capacity building activities & knowledge sharing) and the communication team (awareness raising campaigns), and in close cooperation with Pillar IV and V.

d. Ensure 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 ensure smooth transition of the Platform's activities to ELA in line with ELA Regulation (art. 16 and Annex). It will finance the activities of Platform work programme 2021-2022 planned for 2022³⁰. 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, a shared objective and synergies with other parts of the ELA work programme, for instance, related to capacity building,

²⁹ 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.

³⁰ The European Platform tackling undeclared work adopted its Work Programme 2021-2022 on 6 October 2020. At this time, the Platform was not yet fully integrated into ELA as a permanent Working Group (planned by 1 August 2021). Its Work Programme will thus need to be endorsed by the Authority's Management Board.

data exchange, inspections and communication will be essential. An alignment of the operational planning of the different activities under the ELA umbrella will be developed as priority. Once the Platform has been transferred to ELA, its annual and multi-annual programming will be integrated in the Authority's programming cycle.

e. 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.

Pillar III: Mediation and facilitating solutions in cross border disputes

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 Commission³¹ in this area. Member 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 by the SOLVIT network for its consideration, or on its own initiative³². 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:

a. Mediation activities

As from 2022 the ELA mediation function will become operational. Member States and other stakeholders (ELA itself on its own initiative, and cases referred for the Authority's consideration by SOLVIT³³) 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 cooperation agreement (which is also planned to be established in 2021), which are aimed at ensuring good cooperation, coordination of activities and avoidance of duplication, will be followed.

b. 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

³¹ Established by Article 71 of Regulation (EC) No 883/2004 on the coordination of social security systems.

³² Provided that the work planned for 2021 is completed successfully and the Work Arrangements, Rules of Procedure and Cooperation Agreement with the Administrative Commission are adopted.

³³ As provided in recital 23 of the ELA Regulation. Discussions between ELA and SOLVIT as regards cooperation between the two entities will take place in 2021.

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 best practices in the area of mediation will also be encouraged.

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, which will include information such as actors involved, subject matter, lessons learned, etc. to be used as a reference by all Member States. 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 Pillar IV.

c. Monitoring, evaluation and reporting activities

The Authority will fulfil its various reporting obligations as provided in the Regulation, including reporting twice a year on the outcome of mediation cases it has conducted and about cases which were not pursued. It will monitor and follow-up on the implementation by the Member States on 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.

Pillar IV: Increasing capacity and knowledge

In order to keep track of emerging trends and challenges in the areas of EU labour mobility and social security coordination within the Union, the Authority is tasked by its founding Regulation to develop, in cooperation with Member States and, where appropriate, the social partners, an analytical and risk assessment capacity. The activities as well as the goals of the Authority, most notably the provision of information and inspection activities, should be based on a solid analytical understanding of the socio-economic, legal and policy challenges of labour mobility. To this end, with a view to promoting fair labour mobility and consistent enforcement of the Union law in the area of labour mobility and social security coordination, the Authority will cooperate with Member States and, where applicable, social partners, to foster building the necessary capacities at national level to facilitate, support and enforce fair labour mobility. The Authority will also look, where appropriate, at cooperation with relevant EU institutions, agencies, services and networks. Cooperation with the EURES network and other activities of ELA, including the European Platform tackling undeclared work will also be an important component in carrying out this task.

This fourth pillar of operations will support and feed into the remaining three pillars. The areas of operations listed below should therefore be understood as interlinked with those above.

In continuation to the activities undertaken by ELA in 2021 in the field of labour mobility analyses and risk assessment, ELA will develop throughout 2022-2024 a framework for setting up a permanent expert forum for the exchange of views on labour mobility analyses and risk assessment. It will also strive for developing a strategy for enhanced capacity building of stakeholders in the field of activities related to labour mobility analyses and risk assessment, with a continuous fine-tuning of the adopted approaches and planned activities.

Following some preparatory actions and pilot projects, in 2022 the Authority will further roll out its capacity building activities across its operational areas resulting in the establishment of an ELA Capacity Building Centre. 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.

a. Intelligence capacity (labour mobility analyses, risk assessment and peer reviews)

ELA will make full use of its increasing intelligence capacity provided by the work on labour mobility analyses and risk assessment to base its other activities on a solid analytical understanding of the socio-economic, legal and policy challenges of EU labour mobility. To this end, the intelligence capacity will be deployed to encourage a proactive approach to concerted and joint inspections as well as other relevant ELA activities. ELA will also strive to organise peer reviews 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 capacity building activities.

b. Capacity building activities

The Authority will assist the operational areas in the development of non-binding guidelines, as regards the application, cooperation and enforcement of EU rules on labour mobility and social security coordination, offering hands-on assistance to Member States when needed. Guidelines will thus form an important output of the Authority and such guidelines will in many cases form the basis for developing training activities by ELA. For the development of such guidelines, ELA will consult relevant stakeholders, including competent national authorities and social partner organisations.

The Authority will also promote mutual assistance, including staff exchanges, and support the exchange of good practices through, inter alia, developing sectoral and cross-sectoral training programmes, including for labour inspectorates, and dedicated training material (on- and offline training methods).

c. Coordination, information and communication activities, including stakeholder engagement

From 2022 onwards, the Authority will start implementing its multiannual capacity building strategy³⁴ (2022-2024) with a range of different activities across its operational areas after having taken on board Member States feedback on the strategy and key activities proposed. Member States or other stakeholders will be able to request ad-hoc training assistance when needed.

Motivating stakeholders to participate and fostering their engagement to follow capacity building activities will play an important role ideally culminating in the set-up of networks of experts revolving around the Authority's core tasks, which may also include social partners. For that purpose, ELA will explore different ways to facilitate stakeholder engagement throughout the learning cycle, including through setting up communities of practices.

Pillar V: Enabling European Labour Authority

The horizontal activities of ELA are introduced here. These activities are supporting ELA's operation, governance and its staff in performance of their duties. Up until 2024, year in which ELA will reach its full capacity, the Authority will be in a growing stage.

³⁴ Subject to its design and development in 2021, based on stakeholders' input.

a. Management, planning, control and coordination

ELA's objective will be to being governed through efficient and effective management and governance, which ensures the proper planning of activities, allocation of resources, assessment and management of risks, communication and stakeholder engagement, safety of staff, environmental protection and security of information, and provides an assurance of the conformity and quality of outputs. The Internal Control function will support the process by ensuring an appropriate internal control system in place delivering 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.

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.

b. Management of financial resources

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

c. Management of human resources

ELA will continue to grow until reaching its full capacity with a total staff of 144 members by 2024, all categories combined. Recruitment will therefore continue to be a key activity priority over the coming years, based on open and transparent selection procedures and keeping the necessary 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 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 see 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 mandate.

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 into ELA as well as mutual knowledge-sharing.

d. ICT, building and environment

ICT. ELA will continue to build on the Digital Strategy and Cloud based services and strengthen our commitment to Outsourcing of services and hosting of our ICT services in the Cloud. The termination of the Cloud Broker FWC will force ELA to devote much time and effort to the planning and execution of the migration of all services from the Cloud Broker Framework Contract to the new DIGIT managed Cloud II FWC. 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.

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 FWC vendors, once all applicable services have been fully migrated to the new FWC.

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 that the offices are completely ready for occupation at the earliest opportunity.

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

Environment. ELA will consider environmental impact on its decisions across all sectors, taking due assessment of the impact to the environment when considering 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 produced, by limiting the number of colour printers to one. Personal printers will not be permitted, 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 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.

Furthermore, ELA's Headquarter in Slovakia (the building Landererova 12 or L12), to which it will have moved to in 2021, has received the Leadership in Energy and Environmental Design³⁵ (LEED) Gold certificate. L12 is a latest-generation office building completed in 2018 and fulfil the European Commission's rigorous criteria for technical design, quality, and ecology (see Annex VI. Environment Management for more information).

e. Communication and outreach

ELA's communication activities are a tool for the Authority to achieve its mission – ensuring fair labour mobility across the EU and assisting Member States and the European Commission in the coordination of social security systems. Communication and dissemination plan developed by ELA³⁶ provides an overview on the Authority's communication objectives, target audiences, main messages, and channels and will be the bases 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 and open at least one new account, identify communication contact points in national authorities that can work as multipliers, 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 social media formats.

2.2 Human and financial resource – outlook for 2022-2024

2.2.1 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 4. 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

³⁵ LEED is an internationally recognized 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.

³⁶ Pending Management Board approval.

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

At the time of drafting this document, ELA is amidst preparations for reaching its financial autonomy in the first half of 2021. Furthermore, in the previous years, the Authority operated on the basis of an annual programming, this being the first Single Programming Document (SPD) developed by the Authority. 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.

2.2.2 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 labour market analysis 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 two core activities of facilitating access to information and services on labour mobility to individuals and employers as well as supporting and coordinating joint and concerted inspections.

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

2.2.3 Resource programming for the years 2022-2024

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

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 assumes to count on staff resourcing totalling 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.

2.2.4 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 EC 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.

2.2.5 Negative priorities/decrease of existing tasks

For the period covered by this Single Programming Document, the Authority will be in a growing phase.

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 when ELA has a Work programme presented within a Single Programming Document, and where the multiannual outlook for 2022-2024 is included.

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 indicators for 2022, which are the first step to achieve the 2024 multiannual objectives.

This section dedicated to Work programme 2022 follows the same structure as the one introduced in the multiannual section. The four pillars with concrete activities are presented below, followed by the cross-cutting activities. The main four pillars of operations (see Figure 2 below) are interlinked and reinforce each other. The first three 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 and businesses alike. The fourth pillar will complement this work by aiming at increasing and enhancing ELA's stakeholders' and counterparts' capacity and knowledge required for such an objective.

Figure 2. Interconnection of ELA's four operational pillars



In the following sections, for the work programme 2022, every activity is presented with the associated objectives / description and with the associated indicators. The indicators are tentative, and they will be revised during 2021.

The allocation of the financial and human resources is presented in Annex II.

3.1 Facilitating access to information and services

The table below summarizes all the activities planned for 2022 under the pillar dedicated to facilitate access to information and services.

Table 5. 2022 activities under Pillar I. Specific activities, expected results and indicators

Activity	Objectives / Description	Expected results	Indicators
Working Group on Information	In the ELA Working Group on Information, ELA will organise peer review(s) of national websites and offline information 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	4 meetings per year	16 peer reviews; Number of guidance materials for websites and offline information points.
Translation	The Authority will continue offering the Member States its translation services.	Facilitating Member States' requests	Number of requests processed; implementation of activities in line with agreed strategy
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.	Facilitating the information activities of the ELA	Number of deliverables finalised.
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	4 workshops	Representation of key stakeholders

	<p>discuss specific information and service challenges and organise future activities.</p> <p>Topics of these workshops can include specific sectors, such as: agriculture, road transport and aviation sector.</p>		
Technical expertise for campaigns and capacity building	<p>ELA will coordinate a campaign, with a sector specific focus identified by the experts in the Working Group and carried out in collaboration with national authorities and the social partners organisations</p> <p>Technical expertise will be provided to capacity building activities and are described under the relevant section below.</p>	1 campaign	Number of partners; satisfaction of stakeholders; outreach/social media presence
EURES – Coordination and Network Governance	<p>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 best practices and mutual learning within the Network, etc.</p> <p>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.</p>	<p>ECG meetings and smaller-scale meetings (mutual learning events and a programming workshop)</p> <p>Admission of new Members and Partners in the Network</p>	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	<p>ELA will organise and manage the workshop initiating the annual programming cycle 2022 and will manage the following phases of the cycle as well, including the drafting of a European Coordination Office (ECO) Work Programme, the joint revision of country work programmes and the drafting of the public summary of work programmes by the end of the programming cycle 2022.</p> <p>Programming cycle activities will ensure the alignment of EURES activities between ECO and National Coordination Offices (NCOs) and support cooperation at cross-border level.</p>	<p>Preparation of the ECO Work programme</p> <p>Joint revision of country work programmes and summary report</p> <p>Programming cycle workshop to prepare 2023 programmes</p>	<p>Adoption of 2022 national work programmes following joint review and delivery of a summary report on programming in Q2;</p> <p>Adoption of ECO's 2022 work programme;</p> <p>Organisation of the annual programming cycle workshop in Q4 for 2023 programmes</p>

EURES Performance Management System	<p>– 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.</p>	<p>Annual consolidated PMS report related to the year 2021</p> <p>Joint Analysis Report 2021</p> <p>2022 first Semester PMS report</p> <p>Improvements in the data collection process and streamlining with the Programming Cycle</p>	<p>Delivery of the PMS annual report and Joint Analysis Report related to the year 2021 in Q2 2022;</p> <p>Delivery of the first semester report by Q4 2022</p>
EURES – Portal	<p>ELA is the system owner for the EURES Portal and related IT services.</p> <p>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.</p> <p>ELA will organise meetings of the Working Group in Interoperability, to share ideas and best practices among Member States with a view to improve interoperability of EURES with national systems and the European classification.</p> <p>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.</p> <p>ELA will ensure the necessary translation of the content of the EURES Portal and start exploiting synergies with information activities at ELA in</p>	<p>Increased number and quality of vacancies made available and posted on the Portal, as well as increasing number of clients registered (jobseekers and employers).</p> <p>Improvements in the interoperability with the Europass portal, with national systems and with ESCO³⁹</p> <p>Continuity of the IT infrastructure and services including the Helpdesk, and provision of translation of the content of the EURES Portal where needed</p>	<p>Web-mastering for the EURES Portal (around 320 tickets)</p> <p>Based on PMS indicators (ECO data):</p> <p>Increased number of unique visitors to the EURES Portal;</p> <p>Increased number of jobseeker profiles registered on the EURES Portal;</p> <p>Increased number of employers registered on the EURES Portal.</p> <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>

³⁹ ESCO (European Skills, Competences and Occupations) is the European multilingual classification of Skills, Competences and Occupations.

		<p>providing information on labour mobility and Living and Working Conditions through the Portal.</p> <p>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).</p>		
EURES Training	–	<p>ELA will coordinate around 60 training sessions throughout the year, of varying length and format for EURES staff.</p> <p>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 and issues and social security coordination and taxation rules.</p>	<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>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.</p>	<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 organized</p> <p>Increased number of individuals reached at events</p> <p>Increased satisfaction of participants</p>
EURES Communication	–	<p>EURES will coordinate communication activities based on the EURES Communication Strategy for 2021-2025 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 general communication activities will be exploited.</p>	<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>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>

		Communication campaign on specific EURES topic	Preparation of two types of monthly newsletters (for two different target audiences, i.e. internal and external) Organisation of one campaign on EURES specific topic
EURES – Report on labour shortages and surpluses	ELA will produce an analysis of labour market 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	Analysis and subsequent report on labour shortages and surpluses	Delivery of the yearly report by Q4 2022

3.2 Enhancing and supporting cooperation and joint action

The table below summarizes all the activities planned for 2022 under the pillar dedicated to enhancing and supporting cooperation and joint action.

Table 6. 2022 activities under Pillar II. Specific activities, expected results and indicators

Activity	Objectives / Description	Expected results	Indicators
Further development of a framework for cooperation and exchange of information that ensures smooth and efficient operation and a full compliance with	<p>ELA will continue working on increasing the speed and seamlessness of information exchange between Member States, ELA and the Commission, including through the Internal Market Information (IMI) system and, if needed, developing other channels. Sharing of data must respect personal data protection requirements existing in Member States and at EU level. Therefore, limitations in that regard have to be identified and addressed.</p> <p>ELA will continue developing an inspections registry accessible to relevant national authorities which would</p>	Existing framework provides for clear cooperation channels and enables swift and secure data exchange.	Availability of functional cooperation channels

Activity	Objectives / Description	Expected results	Indicators
personal data protection laws	enable consulting online key information about carried out and planned inspections in specific Member States, sectors or by type of inspection etc. fully respecting data protection rules.	Inspections registry will in particular be useful to properly plan an inspection by helping to collect pertinent data.	
Learning and trainings	<p>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 better understanding of a framework for cooperation and exchange of information and will enable the efficient use of it. Where relevant, social partners will be involved in these activities.</p> <p>It will also cover developing guidelines, templates and procedures to facilitate further the organisation of inspections.</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>Number of learning and training activities organized</p> <p>Number of trained participants from MS</p> <p>Number of guidelines, templates and procedures developed and updated</p> <p>Satisfaction rate with ELA activities</p>
Coordination and support of inspections and facilitating proper follow-up	<p>The Authority will continue to coordinate and support the organization of concerted and joint inspections by providing conceptual, logistical, technical support and legal expertise.</p> <p>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.</p> <p>ELA will assess the outcome of inspections to help Member States to ensure that identified infringements are properly followed up.</p>	<p>The number of supported inspections and companies/mobile workers concerned by inspections will increase compared to 2021.</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>Number of cross-border inspections (in total and by sector) coordinated and supported by ELA, including at the request of Member States, as suggested by ELA and 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>Number of cases where ELA or Member States decided not to participate</p>

Activity	Objectives / Description	Expected results	Indicators
			<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	On the basis of the information that ELA obtains 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.	Structural abuses or violations having cross border character will be addressed as a matter of priority	Number of cross-border inspections proposed to Member States
Working Group	The experts of the Working Group will continue to provide expertise on matters related to the legal and practical aspects of organizing and conducting concerted and joint inspections, discuss the results of inspections and identify further needs.	4 Working Group meetings	Number of meetings per year
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	Increased awareness about free movement rights, ways to enforce/defend them and report abuses, as well as ELA's role	Number of campaigns organised; active social media presence
Strategic partnerships	The Authority will deepen its working relations with Europol, Eurojust and social partner organisations for the purpose of enhanced cooperation. It will continue to communicate information and experiences to the relevant Commission departments, SLIC and EU-OSHA.	Improved cooperation with key partners	Arrangements of cooperation with key partners agreed

Activity	Objectives / Description	Expected results	Indicators
Translations ⁴⁰	The Authority will translate material relevant for cross-border inspections, such as inspection-specific documentation, templates and training material.	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	<p>The Authority will continuously monitor and evaluate the running and the outcome of inspections to ensure their efficiency and follow up in situations going beyond specific case which necessitate broader operational or policy response.</p> <p>It will report about carried out inspections to the Management Board twice a year. This includes information about cases when Member States decided not to participate in the inspection.</p>	<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 organized in cases the assessment of the outcome of inspections demonstrate such a need</p> <p>Management Board and Stakeholders Group are informed about the inspections done and their main results</p>	<p>Satisfaction rate with the ease of running an inspection</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>
European Platform tackling Undeclared Work	ELA will implement the Work Programme of the Platform while fostering synergies between the Platform and other ELA tasks.	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.

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

3.3 Mediation and facilitating solutions in cross border disputes

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

Table 7. 2022 activities under Pillar III. Specific activities, expected results and indicators

Activity	Objectives / Description	Expected results	Indicators
Mediation activities	<p>From 2022 the ELA mediation function will become operational⁴¹. Member States and other stakeholders (ELA itself, SOLVIT) 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 established work arrangements and rules of procedure. In case a dispute 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.</p> <p>In order to assist the ELA mediation procedure in cases which require the verification of factual circumstances related to the dispute, in 2022 ELA will take steps to establish a network of independent investigators (one from each Member State)⁴². This network will be used from 2022 onwards.</p>	<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 independent investigators from</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 independent investigators established, contract signed.</p> <p>Cooperation Agreement leads to good cooperation and coordination between the</p>

⁴¹ Provided that the work planned for 2021 is completed successfully and the Work Arrangements, Rules of Procedure and Cooperation Agreement with the Administrative Commission are adopted.

⁴² The independent investigators (recruited via a Framework Contract) will be called upon by the Mediators or the Mediation Board to verify the factual circumstances of disputes, in cases where the parties to the dispute present conflicting information and/or evidence which will need to be verified for the mediation procedure to proceed.

Activity	Objectives / Description	Expected results	Indicators
		each Member State to support the ELA mediation procedure.	Authority and the Administrative Commission.
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.	<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>	Information on website and FAQ are accurate and easy to understand.
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.	ELA will develop and deliver training on the ELA mediation procedure (for mediators, mediation board members, interested ELA staff, and national authorities).	Quality of training, training materials.
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.	Bi-annual report to the Commission on mediation activities	<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>

3.4 Increasing capacity and knowledge

The table below summarizes all the activities planned for 2022 under the pillar dedicated to increasing capacity and knowledge.

Table 8. 2022 activities under Pillar IV. Specific activities, expected results and indicators

Activity	Objectives / Description	Expected results	Indicators
Ad hoc labour mobility analyses	<p>ELA will conduct ad hoc analyses on labour market imbalances, sector-specific challenges and recurring problems, and/or focused in-depth analyses and studies to investigate specific issues relevant to the field of labour mobility and social security coordination across the Union. In addition, ELA will endeavour to work out dedicated topic referral procedures with its stakeholders, where necessary, securing the input provided by the social partners represented in the ELA Stakeholder Group⁴³.</p> <p>Within its framework for inter-institutional cooperation, ELA will strive to undertake joint and/or coordinated analyses and awareness activities with other EU agencies, services and/or networks active in the field of employment and social policy on the basis of negotiated cooperation agreement(s) as a follow-up to the 2020-2021 workshops on intra-EU bodies on labour mobility analyses and risk assessment⁴⁴.</p>	<p>Conducted analyses</p> <p>Joined and/or coordinated analyses and/or awareness activities</p>	<p>Number of analyses;</p> <p>Number of sectors covered;</p> <p>Number of stakeholders involved</p> <p>Number of reports; number of dissemination activities</p>
Risk assessment capabilities	<p>Based on the mapping exercise of the Member States, risk assessment tools and approaches initiated in 2021, the Authority will review the gathered data and start 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.</p>	<p>Production of country fiches, involving relevant stakeholders (including social partners)</p>	<p>Number of country fiches</p>

⁴³ Subject to prior procedural arrangements agreed upon with the relevant organizations and bodies.

⁴⁴ Organization of specific activities is subject to the negotiated agreements.

Activity	Objectives / Description	Expected results	Indicators
	<p>Also based on the mapping exercise and the workshops carried out in 2021, the Authority will start working on developing and implementing a strategy for building the risk assessment capacity of its stakeholders at national level, also with a special focus to cross-border risk assessment (e.g. data exchange). This will include an assessment, in cooperation with its counterparts and ELA's capacity building team, on which activities (peer learning, staff visits and exchanges, pilot projects) are most pertinent to get the relevant actors on a level playing field concerning risk assessment capacity and how to eventually work towards an EU risk assessment framework.</p> <p>ELA will implement activities related to and/or having an impact on ELA's risk assessment intelligence capacity planned by the Platform on Undeclared Work⁴⁵.</p>	<p>Series of workshops</p> <p>Subject to an agreement with the Permanent Working Group on Tackling Undeclared Work</p>	<p>Number of workshops and stakeholders involved and the output produced</p> <p>Subject to an agreement with the Permanent Working Group on Tackling Undeclared Work</p>
<p>Organisation of peer reviews</p>	<p>ELA will organise peer review(s) among Member States on the implementation, practical application and enforcement of the EU labour mobility acquis addressing sector specific challenges or recurring problems in the field of labour mobility and social security coordination within the Union. Upon their completion, ELA will report on peer reviews and their findings to the Commission, as well as to the Member States concerned directly, outlining possible measures to address identified weaknesses.</p>	<p>Peer review(s), report(s), and validation workshop(s)</p>	<p>Number of peer reviews</p> <p>Number of Member States involved in peer reviews</p>
<p>Setting up a Working Group on Labour Mobility Analyses and Risk Assessment</p>	<p>ELA⁴⁶ will consider setting up an internal permanent forum of experts from Member States and social partners, organisations responsible for shaping its activities and developing long-term strategies in the field of labour mobility analyses and risk assessment, including, where necessary, organisation of peer-reviews.</p>	<p>Series of meetings</p>	<p>Number of meetings and stakeholders involved</p>

⁴⁵ Subject to an agreement with the Permanent Working Group on Tackling Undeclared Work.

⁴⁶ Subject to the aftermath discussions upon completion of ELA's activities planned for 2020-2021, including the workshop on analyses and risk assessment with EU agencies, services and networks in Q4 2020.

Activity	Objectives / Description	Expected results	Indicators
Capacity building activities	<p>In 2022 ELA will start implementing its multiannual capacity building strategy. Building on some pilot trainings carried out in 2021, mutual learning activities will be further rolled out across all operational areas.</p> <p>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</p> <p>ELA will draw inspiration from different sources, including the EURES Academy. ELA may also seek cooperation opportunities with existing training facilities at MS level or other actors. Workshops may be organised for this purpose.</p>	<p>ELA will organise specific trainings and develop further learning tools for online and offline communication methods and tools for following areas of work: information⁴⁷ and services, mediation⁴⁸, labour mobility analyses and risk assessment⁴⁹ and inspections⁵⁰.</p>	<p>Number of activities delivered face-to-face and online per year (in direct response to training needs expressed by stakeholders); number of participants in activities per year; key stakeholders reached; satisfaction rate of participants</p>
Coordination, information and communication activities, including stakeholder engagement	<p>The Authority will implement and communicate effectively ELA's capacity building strategy (2022-2024). ELA will develop a training cycle for several thematic areas and will provide trainings, including ad hoc training services. ELA will also look into developing a standard training/induction programme to be carried out on a regular basis.</p>	<p>Dedicated section on ELA's website for capacity building, including a members-only section for (former) participants in capacity building activities moderated and animated by ELA with the aim of fostering a network of multipliers.</p>	<p>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</p>

⁴⁷ 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.

⁴⁸ 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.

⁴⁹ 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.

⁵⁰ 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.

3.5 Horizontal activities – enabling European Labour Authority

a. Management, planning, control and coordination

Management and Planning. Under this activity, the key priorities are 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, it 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. Internal control system will support the process.

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 streamline ELA's internal control systems to support ELA operations by performing and evaluating risk management, governance and internal control processes of the Authority to provide independent and objective assurance to the Executive Director and the Management Board.

b. Management of Human Resources

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

For all recruitments, ELA will target to reach 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 to continue with a strong effort in recruitment and on-boarding, as well as further gradual 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 second 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, ELA will continue formalising some HR processes during 2022 relating to working conditions and further ensure 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).

c. 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) Review the use of the 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 other units to ensure 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 sustainable development goals. Moreover it will seek ways of more efficient and timely implementation of its Procurement Plan.

Budget IT tool. ELA will review the use of the Budget IT tool in place 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 associations with Inter-institutional Framework Contracts through signature of Memorandum of Understanding for its operational and administrative needs.

d. ICT, building and environment

ICT. 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 this year will be to prepare the groundwork for migration of all Cloud Broker Services to the DIGIT Cloud II FWC and where practical complete these migration, in order that ELA does not risk exceeding the Cloud Broker FWC time limitations and be 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, in order that the offices are completely ready for occupation at the earliest opportunity.

Environment. ELA will consider environmental impact on its decisions across all sectors, taking due assessment of the impact to the environment when considering 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 produced, by limiting the number of colour printers to one. Personal printers will not be permitted, 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 on-line collaboration and thus reducing the reliance on meetings 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.

e. Communication and Outreach

In 2022, the ELA 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 the 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 (provided that this indicator can be provided already in 2021 through a monitoring service), and opening or consolidating its presence on one new channel.
- Attract at least 5% more visitors to its website and create new sections, in order to reflect ELA's upcoming priorities as well as the needs of relevant national administrations.

ELA will also organise the annual conference and at least one campaign.

IV. ANNEXES

4.0 Annexes

Annex I. Organisation chart

According to Article 22.4. “The Executive Director shall be responsible for [...] (I) taking decisions with regard to the Authority’s internal structures [...]”. Considering this, it is assumed that the executive director designate will take decisions regarding the organisation of ELA after his final appointment as Executive Director, after taking up duties.

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
I. Facilitating access to information and services	7,00	15,00	8.980.400,00	11,00	16,00	11.220.000,00	14,00	16,00	12.678.600,00	14,00	16,00	16.228.608,00
<i>Of which dedicated to EURES</i>	2,00	4,00	7.960.400,00	3,00	4,00	9.900.000,00	4,00	4,00	11.187.000,00	4,00	4,00	14.319.360,00
II. Enhancing and supporting cooperation and joint action	7,00	13,00	3.100.000,00	11,00	15,00	3.700.000,00	14,00	15,00	4.181.000,00	14,00	15,00	5.351.680,00
<i>Of which dedicated to Platform tackling Undeclared Work</i>	2,00	3,00	1.500.000,00	2,00	3,00	1.600.000,00	3,00	3,00	1.808.000,00	3,00	3,00	2.314.240,00
III. Mediation and facilitating solutions in cross border disputes	5,00	7,00	225.000,00	7,00	11,00	850.000,00	8,00	11,00	960.500,00	8,00	11,00	1.229.440,00
IV. Increasing capacity and knowledge	5,00	7,00	1.215.000,00	8,00	11,00	1.465.000,00	9,00	11,00	1.655.450,00	9,00	11,00	2.118.976,00
V. Horizontal activities – enabling European Labour Authority	14,00	18,00	636.100,00	20,00	22,00	850.000,00	24,00	22,00	966.450,00	24,00	22,00	971.296,00
Total	38,00	60,00	14.156.500,00	57,00	75,00	18.085.000,00	69,00	75,00	20.442.000,00	69,00	75,00	25.900.000,00

Annex III. Financial resources 2022-2024

Table 1: Revenue
General revenues

Expenditure	2021	2022
	Revenues estimated by the Agency	Budget Forecast
EU Contribution	24.219.500,00	35.439.842,00
Other Revenue	p.m.	p.m.
Total Revenue	24.219.500,00	35.439.842,00

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	12.577.525,00	24.219.500,00	35.439.842,00	35.439.842,00	146%	42.843.000,00	49.534.000,00
<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.
<i>Of which EEA/EFTA (excl. Switzerland)</i>		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	12.577.525,00	24.219.500,00	35.439.842,00	35.439.842,00	146%	42.843.000,00	49.534.000,00

Table 2: Expenditure

Expenditure	2021		2022	
	Commitment Appropriations	Payment Appropriations	Commitment Appropriations	Payment Appropriations
Title 1 - Staff Expenditure	8.628.000,00	8.628.000,00	13.482.842,00	13.482.842,00
Title 2 - Infrastructure and Operating Expenditure	1.435.000,00	1.435.000,00	3.872.000,00	3.872.000,00
Title 3 - Operational Expenditure	14.156.500,00	14.156.500,00	18.085.000,00	18.085.000,00
Total Expenditure	24.219.500,00	24.219.500,00	35.439.842,00	35.439.842,00

Expenditure	Commitment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR N+1/N	Envisaged in 2023	Envisaged in 2024
			Agency request	Budget Forecast			
Title 1 - Staff Expenditure	3.572.358,00	8.628.000,00	13.482.842,00	13.482.842,00	156%	16.786.000,00	17.799.000,00
1.1 Salaries & allowances	1.515.269,00	7.222.000,00	10.192.000,00	10.192.000,00	141%	15.459.000,00	16.347.000,00
of which establishment plan posts	675.835,00	4.162.000,00	5.844.000,00	5.844.000,00	140%	9.324.000,00	10.212.000,00
of which external personnel	839.434,00	3.060.000,00	4.348.000,00	4.348.000,00	142%	6.135.000,00	6.135.000,00
1.2 Expenditure relating to Staff recruitment	551.000,00	400.000,00	508.441,00	508.441,00	127%	30.000,00	30.000,00
1.3 Mission expenses	50.000,00	90.000,00	158.400,00	158.400,00	176%	158.000,00	158.000,00
1.4 Socio-medical infrastructure	527.500,00	370.000,00	1.550.457,00	1.550.457,00	419%	720.000,00	845.000,00
1.5 Training	337.638,00	100.000,00	516.300,00	516.300,00	516%	319.000,00	319.000,00
1.6 External services	490.000,00	416.000,00	505.764,00	505.764,00	122%	50.000,00	50.000,00
1.7 Receptions and events	100.951,00	10.000,00	51.480,00	51.480,00	515%	50.000,00	50.000,00
1.8 Other staff related expenditure	0,00	20.000,00	0,00	0,00	0%	0,00	0,00
Title 2 - Infrastructure and Operating Expenditure	2.918.925,00	1.435.000,00	3.872.000,00	3.872.000,00	270%	5.615.000,00	5.835.000,00
2.1 Rental of buildings and associated costs	59.700,00	0,00	195.000,00	195.000,00		290.550,00	299.266,50
2.2 Information and communication technology	843.666,00	400.000,00	1.997.000,00	1.997.000,00	499%	2.789.280,00	2.872.958,40
2.3 Movable property and associated costs	1.279.041,00	250.000,00	220.000,00	220.000,00	88%	327.800,00	337.634,00
2.4 Current administrative expenditure	60.000,00	25.000,00	210.000,00	210.000,00	840%	312.900,00	322.287,00
2.5 Postage/Telecommunications	40.000,00	25.000,00	100.000,00	100.000,00	400%	149.000,00	153.470,00
2.6 Meeting expenses	179.750,00	300.000,00	370.000,00	370.000,00	123%	583.270,00	600.768,10
2.7 Information and Publishing	305.268,00	400.000,00	580.000,00	580.000,00	145%	864.200,00	890.126,00
2.8 Other administrative expenditure	151.500,00	35.000,00	200.000,00	200.000,00	571%	298.000,00	358.490,00
Title 3 - Operational Expenditure	6.086.917,00	14.156.500,00	18.085.000,00	18.085.000,00	128%	20.442.000,00	25.900.000,00
Task 1: Access to information and coordination of EURES	5.585.717,00						
Task 2: Cooperation and exchange of information between Member States	0,00						
Task 3: Concerted and joint inspections	316.200,00						
Task 4: Analyses and risk assessment	110.000,00						
Task 5: Capacity Building	0,00						
Task 6: Support to Member States in tackling undeclared work	75.000,00						
Task 7: Mediation disputes between Member States	0,00						
Pillar 1: Facilitating access to information and services		8.980.400,00	11.220.000,00	11.220.000,00	125%	12.678.600,00	16.228.608,00
Pillar 2: Enhancing and supporting cooperation and joint action		3.100.000,00	3.700.000,00	3.700.000,00	119%	4.181.000,00	5.351.680,00
Pillar 3: Mediation and facilitating solutions in cross border disputes		225.000,00	850.000,00	850.000,00	378%	960.500,00	1.229.440,00
Pillar 4: Increasing capacity and knowledge		1.215.000,00	1.465.000,00	1.465.000,00	121%	1.655.450,00	2.118.976,00
Pillar 5: Horizontal Activities -Enabling European Labour Authority		636.100,00	850.000,00	850.000,00	134%	966.450,00	971.296,00

Expenditure	Payment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR N+1/N	Envisaged in 2023	Envisaged in 2024
			Agency request	Budget Forecast			
Title 1 - Staff Expenditure	3.572.358,00	8.628.000,00	13.482.842,00	13.482.842,00	156%	16.786.000,00	17.799.000,00
1.1 Salaries & allowances	1.515.269,00	7.222.000,00	10.192.000,00	10.192.000,00	141%	15.459.000,00	16.347.000,00
of which establishment plan posts	675.835,00	4.162.000,00	5.844.000,00	5.844.000,00	140%	9.324.000,00	10.212.000,00
of which external personnel	839.434,00	3.060.000,00	4.348.000,00	4.348.000,00	142%	6.135.000,00	6.135.000,00
1.2 Expenditure relating to Staff recruitment	551.000,00	400.000,00	508.441,00	508.441,00	127%	30.000,00	30.000,00
1.3 Mission expenses	50.000,00	90.000,00	158.400,00	158.400,00	176%	158.000,00	158.000,00
1.4 Socio-medical infrastructure	527.500,00	370.000,00	1.550.457,00	1.550.457,00	419%	720.000,00	845.000,00
1.5 Training	337.638,00	100.000,00	516.300,00	516.300,00	516%	319.000,00	319.000,00
1.6 External services	490.000,00	416.000,00	505.764,00	505.764,00	122%	50.000,00	50.000,00
1.7 Receptions and events	100.951,00	10.000,00	51.480,00	51.480,00	515%	50.000,00	50.000,00
1.8 Other staff related expenditure	0,00	20.000,00	0,00	0,00	0%	0,00	0,00
Title 2 - Infrastructure and Operating Expenditure	2.918.925,00	1.435.000,00	3.872.000,00	3.872.000,00	270%	5.615.000,00	5.835.000,00
2.1 Rental of buildings and associated costs	59.700,00	0,00	195.000,00	195.000,00		290.550,00	299.266,50
2.2 Information and communication technology	843.666,00	400.000,00	1.997.000,00	1.997.000,00	499%	2.789.280,00	2.872.958,40
2.3 Movable property and associated costs	1.279.041,00	250.000,00	220.000,00	220.000,00	88%	327.800,00	337.634,00
2.4 Current administrative expenditure	60.000,00	25.000,00	210.000,00	210.000,00	840%	312.900,00	322.287,00
2.5 Postage/Telecommunications	40.000,00	25.000,00	100.000,00	100.000,00	400%	149.000,00	153.470,00
2.6 Meeting expenses	179.750,00	300.000,00	370.000,00	370.000,00	123%	583.270,00	600.768,10
2.7 Information and Publishing	305.268,00	400.000,00	580.000,00	580.000,00	145%	864.200,00	890.126,00
2.8 Other administrative expenditure	151.500,00	35.000,00	200.000,00	200.000,00	571%	298.000,00	358.490,00
Title 3 - Operational Expenditure	6.086.917,00	14.156.500,00	18.085.000,00	18.085.000,00	128%	20.442.000,00	25.900.000,00
Task 1: Access to information and coordination of EURES	5.585.717,00						
Task 2: Cooperation and exchange of information between Member States	0,00						
Task 3: Concerted and joint inspections	316.200,00						
Task 4: Analyses and risk assessment	110.000,00						
Task 5: Capacity Building	0,00						
Task 6: Support to Member States in tackling undecided work	75.000,00						
Task 7: Mediation disputes between Member States	0,00						
Pillar 1: Facilitating access to information and services		8.980.400,00	11.220.000,00	11.220.000,00	125%	12.678.600,00	16.228.608,00
Pillar 2: Enhancing and supporting cooperation and joint action		3.100.000,00	3.700.000,00	3.700.000,00	119%	4.181.000,00	5.351.680,00
Pillar 3: Mediation and facilitating solutions in cross border disputes		225.000,00	850.000,00	850.000,00	378%	960.500,00	1.229.440,00
Pillar 4: Increasing capacity and knowledge		1.215.000,00	1.465.000,00	1.465.000,00	121%	1.655.450,00	2.118.976,00
Pillar 5: Horizontal Activities -Enabling European Labour Authority		636.100,00	850.000,00	850.000,00	134%	966.450,00	971.296,00

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 providers⁵¹

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

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

⁵¹ 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

■ 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

Table 3- Recruitment forecasts

(Information will be updated in a later version.)

Annex V. Human resources – qualitative

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		

A. 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	ELA MB adoption foreseen for 15.12.20
Appraisal of CA	Model Decision C(2015)1456		x	ELA MB adoption foreseen for 15.12.20
Reclassification of TA	Model Decision C(2015)9560		x	
Reclassification of CA	Model Decision C(2015)9561		x	

B. Gender representation

Table 1 - Data foreseen 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%

C. 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%

D. Schooling

Agreement in place with the European School(s) of

Contribution agreements signed with the EC on type I European schools	Yes		No	X
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Contribution agreements signed with the EC on type II European schools	Yes		No	X
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Number of service contracts in place with international schools:	1
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Description of any other solutions or actions in place:

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.

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.

Annex VI. Environment management

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 s, 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. A detailed study will be carried out aiming at identifying initiatives that would contribute to limit the aforementioned environmental impact. Examples of this are:

- ▷ Printing policy that discourages the physical printing and also reducing the amount of colour printing produced, by limiting the number of colour printers to one Personal printers will not be permitted, 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 premise, 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. 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, reducing the need for mission flights or more use of video conferencing.

- ▷ 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)	
Beaulieu 29, Administrative building (2020-2021)	Avenue de Beaulieu 29, 1160 Auderghem	503,00	226,00	729,00	2014.367,86	0,83	SLA	Y	Prior written notice of 30 working days ⁵²	Belgium
Landererova 12, or L12, Administrative building (2021)	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 ⁵³	Slovakia

Table. Details of rented premises for the European Labour Authority in 2021.

Until the Authority will move to its permanent seat location in Bratislava, ELA is temporarily hosted in EC premises in Brussels and is making use of the office space, facilities and infrastructure provided by the Commission. For this purpose, ELA has agreed on a Service Level Agreement with OIB. The agreement covers office space, utilities and common infrastructure such as security and parking.

The provisions for the seat of the Authority have been established in decision EC 2020/1199 and ELA will move to its permanent location in Bratislava Slovakia from 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 the 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 lease for the modern building Landererova 12 will be 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 entire floors of the available 14 lettable floors in the building (with exception that ½ of the 11th floor will be shared with Slovak Government, with permanent partitions

⁵² The SLA may be terminated by either party upon a prior written notice of 30 working days. In the case of a termination, the financial adjustment for lump sum costs is calculated *pro rata temporis* according to the effective date of termination. In the event of cancellation for services based on quotation, the OIB's right to payment is limited to legal commitments (order form or service request) on the effective date of termination.

⁵³ According to the 'termination clause' ELA may terminate the Sublease Agreement in case of the 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.

to offer necessary privacy between ELA and the Slovak Government). Within the new building there will be a possibility to increase the density of the workstations by ca. 20-30%, allowing for potential future growth of the Authority.

Annex VIII. Privileges and immunities

The Headquarters Agreement to be concluded with the Slovak Republic as the host Member State is still under negotiations and is expected to be signed in 2021. In line with the offer Slovakia submitted for the seat selection procedure, Slovakia is prepared to provide a full compliance for ELA staff and relatives with the “Protocol on the Privileges and Immunities” of the European Communities.

Annex IX. Evaluations

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

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

[Disclaimer: The Authority is still in its start-up phase and has – at the point of drafting – not been granted financial autonomy. Strategic guidance and actions as well as management and internal control systems are being developed, basing each procedure and action on the guidance and standards provided by the EC or other relevant organisations. Once established, the strategy will be outlined and specific actions defined.]

The first Internal Control Framework of ELA is to be 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, expected to be adopted in 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 procurements, fraud, and ethics for newcomers and already established staff to create an effective anti-fraud culture in the Authority.

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					
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			EUAN	Global SLA	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, the ELA 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 MB 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).

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.

Third countries that have entered into agreements with the Union could propose seconded national experts to the 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.

