



2014

Management Plan

**Employment,
Social Affairs and
Inclusion**

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Part 1. Mission statement

DG Employment, Social Affairs and Inclusion pursues policy, legislative and financial initiatives in order to contribute to the achievement of a highly competitive social market economy in the European Union within the context of the Europe 2020 Strategy. It aims at creating more and better jobs, improving the functioning of labour markets, combatting poverty and social exclusion, promoting social justice, enabling the free movement of workers and promoting workers' rights, health and safety at work.

Part 2. This year's challenges

Socio-economic situation and political context

The **economic crisis** is making it difficult to meet the Europe 2020 targets: employment has been hard-hit in most Member States and disparities in their social situations are growing. Some 26.6 million people were unemployed in EU-28 in July 2013, including over 19.2 million in the euro area. Almost one quarter of active young people in Europe are unemployed: 23.4% (5.6 million) in EU-28 in July 2013 and 24% (3.5 million) in the euro area. Poverty and social exclusion have been on the rise since 2009, especially in Member States in Southern and Eastern Europe. Across EU-27, some 123.9 million people were at risk of poverty and social exclusion in 2012 against 114.4 million in 2009. Forecasts for 2014 are of a very limited growth rate of 1.4 % overall for the EU, making more distant the prospect of an **economic recovery** that could allow Europe to generate sustainable long-term growth and jobs, prevent macroeconomic imbalances, reduce divergence between the Member States, and make progress towards reducing social inequality.

Employment and social policy are crucial in all these respects, and a new paradigm is needed more acutely than ever. Success in reducing joblessness and switching labour from unsustainable to sustainable activities is essential to finding a way out of this protracted economic crisis. It also calls for innovative approaches and new instruments.

During 2013 DG EMPL has made important contributions in this regard, notably by securing the adoption of the Youth Guarantee and the Youth Opportunity Initiative, adopting the Social Investment Package, submitting proposals on free movement and working conditions, and supporting the deepening of the social dimension of the EMU. It has also contributed substantially to laying the foundations for the 2014 **European Semester** through the Annual Growth Survey, the draft Joint Employment Report and the country-specific recommendations. We will need to continue strengthening the growth-enhancing structural reform part of the Annual Growth Survey, look at the needs of the real economy and of the people involved, analyse and tackle the EU's growth bottlenecks and introduce a social investment approach. DG EMPL has also contributed to the "fitness check" exercise.

Keeping on track to meeting the Europe 2020 targets in **2014** means continuing to improve working conditions, invest more and better in skills and institutional capacity by supporting job creation, labour-market participation and labour productivity; reducing labour-market segmentation; promoting active inclusion through proactive social-policy measures and reforming tax and benefit systems; ensuring a better match between labour supply and demand through active labour-market policy and measures to improve mobility; and safeguarding the Member States' capacity to use EU funds to channel investments into human resources, hence the need for an adequate share for the Social Fund in cohesion policy for the forthcoming period.

EMPL's political priorities for 2014

Promoting growth, jobs and social inclusion is at the core of the overall Europe 2020 Strategy and will continue to be at the centre of the European Commission's work programme in 2014. DG EMPL will keep delivering in the context of the EU economic policy coordination under the European semester.

DG EMPL will also be involved in the discussion of the **social dimension of EMU**. Progress is needed on enhancing our capacity to monitor social and employment developments in EMU in order to combine the steps taken on responsibility and economic discipline with more solidarity and financial support. DG EMPL will continue to contribute to the external dimension of EU employment, social affairs and inclusion policies and actions.

DG EMPL will contribute to meeting the Commission's objectives of increasing competitiveness and investing in people by efforts in **four main priority areas**.

DG EMPL will, **first**, continue to support **initiatives for EU job-creation and improve resource efficiency at the work place** as one of the main challenges in stepping up Europe's competitiveness. For that purpose, DG EMPL is preparing a Communication to promote job creation in the green economy. Furthermore, DG EMPL will contribute to improving the way the labour markets function by modernising and strengthening the public employment services (PES) through its recently adopted proposals for European Parliament and Council Regulation on EURES and Decision on PES to achieve a better match between labour supply and demand in a crisis.

Secondly, DG EMPL will promote initiatives to facilitate the **free movement of persons** within the EU by means of better **coordination of social security schemes**, which will make citizens' rights more effective and contribute to growth and jobs. With this in mind, a labour mobility package will be presented which will give an overview of recent achievements and include the revision of Regulations (EC) N° 883/2004 and N° 987/2009 on social security coordination and the initiative on highly mobile workers.

DG EMPL will also promote initiatives to facilitate intra-EU labour mobility through a stronger EU labour market, in particular to guide jobseekers to job vacancies, stricter governance of EURES and closer coordination between employment services.

Thirdly, DG EMPL will support the implementation of the **Social Investment Package**. Investing in people will be at the centre of EMPL's efforts in 2014. Poverty, the risk of poverty, and dependency ratios are increasing, which calls for social policy to focus on investments in human capital. Efforts to complete the internal market and introduce stricter economic governance need to go hand in hand with social policies that mesh more closely with the macro-economic stability objective and support structural reforms for inclusive growth.

Fourth, based on these results of the public consultation on health and safety at work and on other institutional contributions, DG EMPL will prepare a new EU Occupational safety and health policy framework which will contribute to guaranteeing favorable **working conditions** that can attract and retain workers in a safer, healthier and age-friendly work environment. DG EMPL will also present a proposal on a European Platform against undeclared work. The Platform will contribute to improving the cooperation among enforcement authorities.

EMPL's use of financial instruments in 2014

Because it will involve working simultaneously on **three programming periods**, 2014 will be a very challenging year. DG EMPL will use the financial instruments available (the European Social Fund - ESF, the Fund for European Aid to the Most Deprived - FEAD, the European Globalisation Adjustment Fund – EGF and EaSI the new programme for Employment and Social innovation – Progress, EURES and Microfinance/Social Enterprise support) to make the biggest possible contribution to the Europe 2020 Strategy. A major challenge will be the introduction of the **Youth**

Employment Initiative right from the beginning of the year, in combination with the ESF, to help Member States in implementing the Youth Guarantee.

Firstly, we need to successfully finalize the **negotiations on the partnership agreements and operational programmes** for future cohesion policy and for the new Fund for European Aid to the Most Deprived, which provides support in the areas of food and material deprivation, in particular for the homelessness and for materially deprived children. As the Regulations on both Funds were agreed late in 2013, we will be actively involved in supporting their implementation by **developing appropriate guidance** and support for DG EMPL staff and the Member States, including in **administrative reform**, an area which is becoming increasingly important for meeting the Europe 2020 targets.

These negotiations are absolutely crucial as they lay the groundwork for the next seven years of ESF funding. We will need to use all leverage offered by the ESF in order to achieve a results-driven approach geared to meeting the Europe 2020 targets. A key challenge will be to guarantee the quality of the new programming period and its speedy implementation in order to tackle the urgent social and economic problems in the EU. 2014 will also be the first time that we will have to negotiate the Member States' programmes relating to the Fund for European Aid to the Most Deprived.

Secondly, in cooperation with our national partners in the Member States and building on lessons learned, we will support the execution of the **2007-13 ESF operational programmes** in spite of the debt crisis and the shortfall in national cofinancing.

Thirdly, we will finalize our assessment of the legality and conformity of expenditure and objectives met thanks to the 239 operational programmes cofinanced by the ESF under the **2000-06 programming period**, of which 233 have already been closed¹. The procedure for closing the 2000-06 programming period should end in 2014, but some files raising major issues might be further delayed.

DG EMPL will focus on implementing the above agenda and on delivering tangible results. At the same time, as 2014 will mark the **end of the current Commission's term of office**, DG EMPL will contribute to setting the new Commission's objectives. DG EMPL will also contribute to the evaluation of the policy initiatives implemented during this term of office as well as to the stocktaking of the EU 2020 strategy.

While it is very difficult to reflect the great diversity of DG EMPL's priorities and intended achievements for the coming year, the following 5 key performance indicators have been retained:

- Adoption of all Partnership Agreements, Operational Programmes and closure decisions in 2014, respecting relevant deadlines, where the Commission has the necessary information.
- Youth Guarantee Implementation Plans submitted by Member States and assessed by the Commission within 6 weeks
- New EURES Portal up and running, including online CV facility
- All Commission actions foreseen for 2014 under the Roadmap for the implementation of the 2013 Social Investment Package completed
- Cumulative residual error rate in shared management below 2%

After 3 years as Director-General of DG EMPL, I shall be leaving at the end of January 2014. It has been a pleasure and a privilege to direct the wide range of activities that the Directorate-General pursues. The priorities and actions defined above will be carried forward by my successor, Mr Michel Servoz. I wish him and the entire team at DG EMPL success in their work towards the achievement of the European Union's employment and social objectives.

Koos RICHELLE

¹ Of which 31 closed in part.

Part 3. General Objectives of Employment, Social Affairs and Inclusion policy

The activities of DG EMPL are guided by the **Treaty**, which provides that in determining and implementing its policies and activities, the EU has to take into account requirements linked to the promotion of a high level of employment, the guarantee of adequate social protection, the fight against social exclusion and a high level of education, training and protection of human health (Article 9 TFEU). Other specific responsibilities of DG EMPL enshrined in the Treaty include the implementation of the fundamental right of “Free Movement of Workers” (Article 45 TEU), the coordination of social security systems (Article 48 TEU) and the promotion of social dialogue (Articles 154, 55 and 152 TFEU). DG EMPL is also in charge of the implementation of the European Social Fund in order to improve employment opportunities for workers in the internal market and to contribute thereby to raising the standard of living (article 162 TFEU) and to develop actions leading to the strengthening of the Union economic, social and territorial cohesion (article 174 TFEU).

DG EMPL's policies are also framed by the **Europe 2020 Strategy**, intended to help the EU to move from crisis-effect management to longer-term structural growth. With the overall goal to generate smart, inclusive and sustainable growth, it sets out an overarching policy framework for reforming the labour markets, modernising social Europe, creating job opportunities, ensuring adequate and sustainable social protection systems and social inclusion, and fostering economic competitiveness. The Europe 2020 strategy sets specific targets to reach an employment rate of 75% of the 20-64 year-olds by 2020, to lift at least 20 million people out of poverty and social exclusion and to reduce school drop-out rates below 10% as well as ensure that 40% of 30-34 year-olds complete third level education.

To progress towards meeting the Europe 2020 targets, the Commission put forward seven **flagship initiatives**. DG EMPL is directly involved in implementing three of these, namely *An Agenda for new skills and jobs*, the *European platform against poverty* and *Youth on the move*.

The responsibility for fulfilling the above targets as well as for policy setting in the field of employment, social affairs and inclusion is shared between the EU and its member countries (Article 4 and 5 TFEU). The aim is to create conditions for modernising labour markets and social policy systems with a view to raising employment levels and ensuring the sustainability of our social models, in particular by ensuring functioning labour markets and education systems, providing more and better jobs, making jobs more accessible to vulnerable people and enhancing labour mobility; fighting poverty, promoting social inclusion and justice, and modernising social protection systems; adapting legislative frameworks to evolving work patterns and new risks for health and safety at work; combating discrimination and promoting equal opportunities for all; promoting gender mainstreaming in all policies and implementing the new strategy for equality between women and men.

DG EMPL's general objectives are defined as follows:

General objective 1: Promote a high level of employment in a truly European labour market		<input checked="" type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
Impact indicator: Employment rate total (age group 20-64) <i>Source : Eurostat (t2020_10)</i>		
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>
68.4%	70%	75% (EU 2020 target)
Impact indicator: Long term unemployment rate <i>Source : Eurostat (une_ltu_a)</i>		
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>
4.7%	3.5%	2.5% (Key policy goal for next years)
Impact indicator: NEETs rate ² (age group 15-24) <i>Source : Eurostat (edat_lfse_20)</i>		
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>
13.1%	12%	10% (Key policy goal for next years)
Impact indicator: Share of mobile EU citizens in % of the labour force (EU-28) <i>Source: Eurostat, EU-LFS. Mobile EU citizens defined as EU foreigners being economically active</i>		
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>
3.2%	3.5%	4%
Impact indicator: Tertiary educational attainment (age group 30-34) <i>Source : Eurostat (t2020_41)</i>		
<i>Baseline (2012)</i>	<i>Milestone (2016³)</i>	<i>Target (2020)</i>
35.7%	38%	Above 40% (EU 2020 target)
Impact indicator: Early leavers from education and training (age group 18-24) <i>Source: Eurostat (t2020_40)</i>		
<i>Baseline (2012)</i>	<i>Milestone (2016⁴)</i>	<i>Target (2020)</i>
12.7%	11.5%	Below 10% (EU 2020 target)
General objective 2: Promote improved working conditions in the EU and the dialogue between management and labour		<input checked="" type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
Impact indicator: Incidence rate of non-fatal serious accidents at work (number of accidents per 100,000 workers) <i>Source: Eurostat (hsw_n2_01, for eu15)</i>		
<i>Baseline (2011)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>
1614 accidents (in terms of incidence rate)	<1500 accidents (in terms of incidence rate)	<1350 accidents (in terms of incidence rate)
Impact indicator: Share of working age employees involuntarily in temporary contracts <i>Source : Eurostat (lfsa_etgar)</i>		
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>
60.8%	<55%	<50%
Impact indicator: Satisfaction with working conditions <i>Source: Eurofound European Working Conditions Survey 2000, 2005, 2010</i>		
<i>Baseline (2010)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>
25% very satisfied	27% very satisfied	30% very satisfied
Impact indicator: Share of the working poor (in-work at-risk-of-poverty-rate for population aged 18-64) <i>Source : Eurostat (ilc_iw01)</i>		
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>
9.3%	8%	6%

² "Not in Education, Employment, or Training"

³ The selected milestone year differ from the other impact indicators to ensure alignment with DG EAC

⁴ The selected milestone year differ from the other impact indicators to ensure alignment with DG EAC

General objective 3: Promote adequate social protection, social inclusion and the fight against poverty			<input checked="" type="checkbox"/> Spending programme
			<input checked="" type="checkbox"/> Non-spending
Impact indicator: Population at risk of poverty or social exclusion (total population)⁵			
<i>Source: Eurostat (ilc_peps01)</i>			
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>	
123.9	Reduce by 5 million vs 2008 figure (i.e. to 110.7 million)	Reduce by 20 million vs 2008 figure (i.e. to 95.7 million) (EU 2020 target)	
Impact indicator: Children in formal childcare i) % of children aged 0-3; ii) % of children 3 to mandatory school age			
<i>Source: Eurostat (ilc_caindformal)</i>			
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>	
i) 29%, ii) 84%	i) 31%, ii) 87%	i) 33%, ii) 90%	
Impact indicator: Duration of working life			
<i>Source: Eurostat (lfsi_dwl_a)</i>			
<i>Baseline (2011)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>	
34.7 years	35 years	36 years	
Impact indicator: Income distribution (as measured by the Income quintile share ratio⁶)			
<i>Source: Eurostat (ilc_di11)</i>			
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>	
5.1	4.8	4.5	
General objective 4: Contribute to strengthening the economic, social and territorial cohesion between MS and regions in the EU			<input checked="" type="checkbox"/> Spending programme
			<input checked="" type="checkbox"/> Non-spending
Impact indicator: Number of regions with employment rate <60% (age group 20-64)			
<i>Source: Eurostat (lfst_r_lfe2emprr)</i>			
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>	
44/272	35/272	20/272	
Impact indicator: Dispersion (variance) of employment rates between regions (NUTS II) of the population 20-64 years			
<i>Source: Eurostat (lfst_r_lfe2emprr)</i>			
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>	
71.6	Reduction of the variance to 60 (by increasing the employment rates)	Reduction of the variance to 50 (by increasing the employment rates)	
Impact indicator: Dispersion (variance) of employment rates between EU countries and between Euro Area countries (of the population 20-64 years)			
<i>Source: Eurostat (lfsi_emp_a)</i>			
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>	
EU countries: 41.2 Euro area: 37	EU countries: Reduction of the variance to 32 Euro area: Reduction of the variance to 27	EU countries: Reduction of the variance to 25 Euro area: Reduction of the variance to 20	
Impact indicator: Dispersion (variance) of at-risk-of-poverty or social exclusion (AROPE) rates between EU countries			
<i>Source: Eurostat (ilc_peps01)</i>			
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>	
77.6	Reduction of the variance to 65 by 2015	Reduction of the variance to 55 by 2020	

⁵ At risk of poverty or social exclusion, abbreviated as AROPE, refers to the situation of people either at risk of poverty, or severely materially deprived or living in a household with a very low work intensity. The AROPE rate, the share of the total population which is at risk of poverty or social exclusion, is the headline indicator to monitor the EU 2020 Strategy poverty target.

⁶ Measure of the inequality of income distribution. It is calculated as the ratio of total income received by the 20 % of the population with the highest income (the top quintile) to that received by the 20 % of the population with the lowest income (the bottom quintile).

Procedures and controls for optimizing economic, efficient and effective implementation of programmes

DG EMPL manages the ESF, the FEAD and the EGF through shared management, IPA through decentralised management and the internal policies programmes and actions through centralised management of grants and contracts.

The principles of sound financial management⁷ within DG EMPL are supported by common internal reporting and monitoring processes and by procedures (reporting, detective and corrective actions during the different implementation phases) which are specific to each management mode.

DG EMPL's reporting and monitoring processes:

The objectives of the DG are integrated into the Commission's Strategic Planning and Programming cycle (SPP) through contributions to the Commission Work Programme (CWP) and the Management Plan (MP) in accordance with the Commission requirements for Activity Based Management. For each activity, specific objectives and performance indicators have been defined, as well as general objectives for the policy area.

Authorising Officers by Subdelegation (DG EMPL's Directors) bi-annually report on the implementation of their annual work programme and on the use of the resources allocated to their activity (budget execution, RAL, recovery orders, payment delays ...). In the same report, they also highlight problems and risks related to their activity and the implementation of audit recommendations. A synthesis is provided in July to the Policy and Management Board (PMB) of DG EMPL and sent to the Commissioner.

Monthly scoreboards and ad-hoc specific reporting allow following budget execution and indicators in terms of time-to-pay, invoice registration, follow-up of global commitments. Work programme, budget execution and audit matters are subject to regular meetings between the Commissioner and the DG.

Centralised Management:

Concerning economy and effectiveness, the implementation of procedures in line with the rules defined in the Financial Regulation for grants and contracts ensures the respect of sound financial management principles for the actions directly managed by DG EMPL.

At the selection stage, this notably includes the use of Commission templates, check lists, ex-ante advices by the Financial Unit on the choice of procedure, formal advisory opinions on the conformity of procurement rules and the application of selection and award criteria by the CIAME (Commission Interne des Achats et Marchés, a consultative internal group, for calls > €60.000), the set-up of evaluation committees supported by the financial unit where required, the use of IT application DEFIS to support the management of the evaluation process.

Detective and corrective controls are also implemented at initial and at final phases (project implementation checked by operational officers via the interim and final reports, cost claims checked by financial officers and on the spot checks prior to payment where necessary). Preventive and corrective controls take place through the verification of all transactions by financial agents and by on the spot audits (risk-analysis approach).

Efficiency is notably ensured through an internal Service Level Agreement defining the operational and financial responsibilities within the DG, workflows and check-lists.

⁷ Economy (minimizing the cost of inputs), efficiency (relation between resources and results) and effectiveness (achievement of objectives)

Shared Management:

Concerning economy, the assessment of compliance with ESF and EU rules (e.g. public procurement) is one of the main control activities carried out at Member State (programme authorities and other actors involved in the implementation of the Funds) and at Commission (notably by DG EMPL auditors) levels. The respect of appropriate procurement procedures is one way to ensure that the cost of inputs is minimized for the interventions co-financed by the Funds.

Concerning effectiveness, the extent to which the intended objectives have been achieved is assessed through the indicators associated to general and specific objectives. Progression against the set targets is 1) measured throughout the implementation period by management authorities through the local monitoring systems and 2) assessed by DG EMPL notably in the framework of the assessment of Annual Implementation Reports.

In this respect, it is to be mentioned that the AIR submitted in 2017 will in addition assess:

- progress towards achieving the objectives of the programmes,
- the contribution of the programmes towards the change of values of result indicators, when evidence from evaluations is available.

In addition to the above-mentioned elements, the AIRs submitted in 2019 and the final reports shall include as well information on and assess the contribution to achieving the Union strategy for smart, sustainable and inclusive growth.

Efficiency is mainly assessed through evaluation activities carried out throughout the whole programming period, which also cover aspects related to effectiveness. To this end, programme authorities adopt appropriate evaluation plans which are submitted to and analysed by the Commission. Evaluation activities (notably thematic and ex-post evaluations) will also be carried out by DG EMPL in order to support the assessment of effectiveness and efficiency of the Funds. An overview of DG EMPL evaluation strategy for assessing the achievements of 2014-2020 policy objectives is provided in Annex 5.

Decentralised management

One of the primary objectives of the IPA fund is to step up the institutional capacity of the candidate countries to prepare them for managing the future ESF in accordance with the principles of sound financial management.

The assessment of compliance with procedures is carried out by the EU Delegations which exert ex-ante control through the approval of calls for tenders, calls for proposals and services and grants awards. Candidate countries also report on effective implementation through the follow-up of specific indicators in their annual reports.

Part 4. Specific Objectives for DG EMPL Operational ABB Activities for 2014

DG EMPL's actions are grouped under the following activities:

1. Employment, Social Affairs and Inclusion:

This includes DG EMPL's:

- a. Activities to support the Europe 2020 Strategy and to provide policy guidance and coordination, notably in the context of the European Semester;
 - b. Activities to support co-operation with the Member States as provided for by the Treaties in the framework of the Open Method of Coordination
 - c. Actions financed through the Programme for Employment and Social Innovation (EaSI) and the Autonomous Budget Lines (by virtue of the powers conferred by the Treaty) which support policy-making, mobility and social dialogue.
2. The European Social Fund;
 3. The Fund for European Aid to the Most Deprived;
 4. The European Globalisation Adjustment Fund;
 5. The Instrument for Pre-Accession Assistance – Employment, Social Policies and Human Resources Development.

4.1. Employment, Social Affairs and Inclusion

4.1.1. Description

The role of the EU, and in particular DG EMPL, is to add value to the Member States' efforts by:

(1) Ensuring effective governance and guidance as well as help Member States coordinate their employment and social policies reforms within the European Semester of economic policy coordination:

In respect of Treaty obligations, a first scope of action of DG EMPL is to foster coordination and governance of employment and social policies within the European Semester. The crisis has made clear that for the European economies to restore growth conditions, reform of employment and social policies are key elements to determine the needed adjustments. Main policy instruments for this purpose are the following:

- The framework of the **Integrated Guidelines** (as established in 2010) to be reiterated by the Council (by end 2013) which set out the main policy directions for employment and social policies.
- The **Open Method of Coordination (OMC)** provides frameworks for cooperation between the Member States. The Commission supports the multilateral surveillance and country peer-reviews exercised through the Employment Committee (EMCO) and the Social Protection Committee (SPC), developing further the Joint Assessment Framework and the Employment & Social Policy Performance Monitor, together with relevant reform monitoring mechanisms, as well as exchange of good practices via mutual learning programmes.
- The **Annual Growth Survey (AGS)** is a key element of this process as it sets out the EU's priorities for the coming years to boost growth and job creation and provides input to the yearly European Semester. The challenges and proposed solutions are reflected into the Country Specific Recommendations (CSRs), compliance with which is subject to on-going monitoring.

Each year, as core DG, DG EMPL significantly contributes to this process (supported by the work of the EMCO and SPC) which involves the following steps:

- Contribution to the elaboration of the AGS and the "Economic Governance Package". The Joint Employment Report is part of the governance package. The Social Protection Performance Monitor – SPPM, and the Annual Employment and Social Development Review are key contributions to the package.
- Examination of draft National Reform Programs (NRPs) which are elaborated and submitted by national governments;
- Issuance of Country Specific Recommendations (CSRs) and Staff Working Documents (SWDs) on the basis of priorities set in policy instruments.

A second scope of action for DG EMPL is to **provide policy guidance and solid analysis** in the field of employment, social affairs and inclusion.

Recent policy guidance which provides a framework for current and future activities of the DG:

- The **Employment Package** (April 2012), based on the Agenda for New Skills and Jobs and the objectives of the Europe 2020 Strategy, sets out the way forward for a job rich recovery. With a view to modernising labour markets, facilitating smooth working transitions, upgrading skills and fully benefit from the job creation potential of some key sectors, the Employment Package includes 70 measures articulated across a number of policy priorities (1) supporting job creation, (2) restoring the dynamics of labour markets, (3) improving EU governance.
- Specific efforts will be dedicated to the fight against youth unemployment as part of the implementation of the Youth Opportunities Initiative and the **Youth employment package** (December 2012) and the **Recommendation on Youth Guarantees** (2013). Focus is now on the implementation of Youth Guarantees in Member States and the frontloading in 2014 of the €6 billion Youth Employment Initiative as decided by Council in 2013.
- The **Social Investment Package** (February 2013), based on the objectives of the Europe 2020 Strategy, provides guidance to Member States to modernise their welfare systems. The Package is structured around three interrelated pillars (1) Increase the sustainability and adequacy of social systems through simplification and better targeting; (2) Pursue activating and enabling policies through targeted, conditional and more effective support; (3) Social Investment throughout the individual's life.
- The **White Paper on Pensions**, presents a strategy for adequate, sustainable and safe pensions, which is followed up with a set of legal initiatives (portability, IORP) and actions with pension stakeholders including social partners and the pension industry.

Continuous analysis, essentially reflected in the **quarterly and annual reviews** (Employment and Social Situation Quarterly Reviews and the annual Employment and Social Development in Europe review) of the employment and social situation, forms the basis for any policy development.

(2) Making and continuously adapting laws and monitoring their implementation in areas like:

Free movement of workers and coordination of social security:

The right of EU citizens to freely move and reside in any EU country, along with their family members, is one of four fundamental freedoms of EU law and a cornerstone of EU integration.

In its Institutional role, the European Commission is:

- Ensuring the implementation of the fundamental right of "Free Movement of Workers" (supported by article 45 of the Treaty and Regulation 492/2011).

- Promoting and supervising the coordination of the social security systems (article 48 of the Treaty and coordination Regulation (883/2004 and 987/2009)) so as to provide common rules to protect citizens' social security rights when moving within the EU. This includes developing actions of support, monitoring the implementation of the Regulations and continuously updating the coordination Regulations, as well as the social security provisions of the Association Agreements. The Commission will also ensure the implementation and the development of the EESSI system for the electronic exchange of information between the Institutions.

Rights at work:

The EU has minimum requirements in the field of labour rights and work organisation. These requirements concern collective redundancies, insolvency and the transfer of undertakings, the consultation and information of workers, working hours, equal treatment and pay, and posted workers;

Health and safety:

The EU has established a set of base rules in order to protect the health and safety of workers. It aims to eliminate the risk factors for occupational diseases and accidents. DG EMPL also carries out several activities providing information and guidance and promoting a safe and healthy working environment in cooperation with the European Agency for Health and Safety at Work and the European Foundation for the Improvement of Living and Working Conditions;

(3) Empowering social partners, civil society organisations and other stakeholders:

European social dialogue is one of the main instruments for employment and social policy at EU level. The EC Treaty provides for the social partners' right to be consulted before the Commission proposes new legislation in the labour and social field (Article 154) and also establishes the social partners' capacity to negotiate agreements which may be legally binding (Article 155). European social dialogue acts as a complement to the social dialogue which exists in all Member States. It allows social partners to contribute to the definition of European social standards and play an important role in the governance of the European Union, including the European semester.

In line with Article 152 of the Treaty, the Commission promotes the role of EU social partners and contributes to facilitating social dialogue, while respecting the autonomy of social partners and the diversity of industrial relations systems. The role of the European Commission is to ensure that this dialogue develops and takes place so as to make full use of the problem-solving potential of social dialogue at all levels (EU, national/regional, sectoral, company). The added value of the Commission lies therefore in its role to assist and support EU social dialogue by strengthening the administrative capacity of social partners at EU level, providing balanced support to both union and management representatives, promoting the exchange of information and good practice between social partner organisations at EU and/or transnational level, enhancing the involvement of social partners in the governance of Europe 2020 and carrying out and disseminating analysis on industrial relations.

The Europe 2020 Strategy for smart, sustainable and inclusive growth set up a new partnership between the EU institutions, national and regional governments and European stakeholders. While Member States have the primary responsibility for the implementation of social and employment policies, the EU fosters synergies with civil society organisations to strengthen the ownership of European objectives in the area of employment and social policies, in particular where it concerns designing and implementing policy reforms. This partnership is key to overcome challenges related to poverty, inequality, social exclusion, and unemployment and articulate citizens' viewpoints. The **EU Stakeholders Dialogue** takes place in the framework of the European Platform against Poverty and Social Exclusion. The EU also provides financial support every year to selected EU networks active in the field of social policies.

(4) Contributing to shaping and implementing international standards, frameworks and actions on employment, social protection and decent work and the social dimension of enlargement and globalisation.

DG EMPL's main scope of actions:

- Contribute to the debate and decisions on employment and social issues in international fora (ILO, OECD, G20 and the UN) and to the implementation of international labour and social standards in the EU;
- Establish policy dialogues with most of the EU's strategic partners (e.g. US, China, Japan, India);
- Contribute to the inclusion and follow-up of labour provisions in the sustainable development chapters of EU Free Trade and Investment Agreements and promotes decent work in global supply chains building on the example of the Compact for Bangladesh;
- Cooperate with other EU services in order to promote employment, social protection and decent work in EU external action and assistance programming and in the future Post 2015 framework on sustainable development and poverty eradication;
- Contribute to accession negotiations⁸ and works with enlargement countries on Employment and Social Reform Programmes (ESRPs) which reflect the objectives of the Europe 2020 strategy appropriately.

Financial Support to the above core activities mainly takes place through:

The Programme for Employment and Social Innovation (EaSI), directly managed by EMPL, which plays a key role in terms of supporting:

- the Union policies and law, to promote evidence-based policy-making, social innovation and social progress, in partnership with the social partners, civil society organisations and public and private bodies. Concrete projects and activities will help to test reforms on the ground before the possible scaling up of the most successful, including via the ESF;
- voluntary geographical mobility for workers on a fair basis (Your First EURES Job) and contributing to a high level of quality and sustainable employment information exchanges and dissemination and other forms of cooperation, such as cross-border partnerships (notably through EURES). National EURES activities for supporting worker mobility and helping companies recruit abroad can be financed under the ESF;
- access to, and the availability of, financing for vulnerable persons and support the development of the social investment market and facilitate access to finance for social enterprises. The microfinance instrument and the financial instrument for social enterprise support will offer a platform for experimentation and can be scaled up by Member States, including with support from the ESF.

The autonomous Budget Lines (by virtue of the powers conferred by the Treaty) provide funding to facilitate the European Social Dialogue, contribute to analysing and evaluating major trends in national legislation on free movement of persons, promote the coordination of national social security systems and analyse the social situation and the impact of demographic change⁹.

⁸ on the Chapters 2 (Freedom of movement of workers), Chapter 19 (Social policy and employment) and Chapter 22 (Regional Policy and Structural Funds)

⁹ This activity fulfils the requirement of Lisbon Treaty (article 159, ex 143 TEC) to regularly report on the progress toward the achievement of the social objectives according to the article 151 (ex article 136 TEC) (promotion of employment, improvement of the

The table below presents the financial and human input allocated to the ABB Activity "Employment, Social Affairs and Inclusion".

ABB activity: Employment, Social Affairs and Inclusion					
Financial resources (€ thousands) in commitment appropriations - 2014			Human resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
211.141	9.856	220.997	257	47	304

As regards human resources, it is to be noted that staff counted under other ABB activities, notably the "European Social Fund", significantly contributes to the DG's policy responsibilities described in point 4.1.1.

4.1.2. Specific objectives

Relevant general objective(s): 1, 2, 3 and 4		
Specific objective 1: Support the development, implementation, monitoring and evaluation of the Union's instruments, policies (promoting a high level of quality and sustainable employment, guaranteeing adequate and decent social protection, combating social exclusion and poverty and improving working conditions) and relevant law and promote evidence-based policy-making, social innovation and social progress, in partnership with the social partners, civil society organisations and public and private bodies.		<input checked="" type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
Employment and social policy		
Result indicator: Monitoring and follow-up on the implementation of the previous year's CSRs <i>Source: DG EMPL Dir. C, D, E, F</i>		
<i>Baseline (2013)</i>	<i>Target (2014)</i>	
100%	100%	
Legislation on working conditions		
Result indicator: Effectiveness of application of EU law relating to (1) Labour law and (2) Health & Safety. <i>Source: Semestrial coherence exercise - DG EMPL B2/B3</i>		
<i>Baseline (2012)</i>		<i>Target (2020)</i>
	(01) 2012	(02) 2012
Complaints	82%	95%
EU-Pilot	22.2%	20%
Infringements	84.3%	100%
100% of cases concluded within the benchmark set by Legal Service		
Promote evidence-based policy-making, social innovation and social progress		
Result indicator: Declared gain of better understanding of EU policies and legislation <i>Source: EaSI survey (every two years) - DG EMPL 01¹⁰</i>		
<i>Baseline (2012)</i>	<i>Milestone (2017)</i>	<i>Target (2020)</i>
92% of respondents	Maintain 2012 high results (over 85%)	Maintain 2012 high results (over 85%)

living and working conditions, adequate social protection, social dialog, development of human resources allowing a high and durable employment level and fight against exclusion)

¹⁰ DG EMPL 01 has launched the monitoring of the performance of the EaSI programme. This contract will allow to define in more details the logic of intervention, the baseline situation (mid 2014), to launch the satisfaction survey of the users of the outputs of the programme and to draft the 1st performance monitoring report by spring 2015.

Result indicator: Active collaboration and partnership between government institutions of the EU and Member States ¹¹ <i>Source: EaSI survey (every two years) - DG EMPL 01</i>		
<i>Baseline (2012)</i>	<i>Milestone (2017)</i>	<i>Target (2020)</i>
87% of respondents	Maintain 2012 high results (over 85%)	Maintain 2012 high results (over 85%)
Result indicator: Declared use of social policy innovation in the implementation of social CSRs and the results of social policy experimentation for policy making <i>Source: EaSI survey (every two years) - DG EMPL 01</i>		
<i>Baseline</i>	<i>Milestone</i>	<i>Target (2020)</i>
None as new area of intervention. Will be defined in the frame of the new EaSI survey.	Will be defined on the basis of the results of the first survey	Over 2/3 of involved participants

Relevant general objective(s): 1, 2, 3 and 4		
Specific objective 2: Promote workers' voluntary geographical mobility on a fair basis and boost employment opportunities by developing high-quality and inclusive Union labour markets that are open and accessible to all, while respecting workers' rights throughout the Union, including freedom of movement.		<input checked="" type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
Promote mobility through EURES		
Result indicator: Number of visits of the EURES platform (monthly average in million) <i>Source: Indicator measured with Google Analytics - DG EMPL C3</i>		
<i>Baseline (2013)</i>	<i>Milestone (2016)</i>	<i>Target (2020)</i>
0.85 million	1.5 million	2 million ¹²
Result indicator: Number of placements made through the EURES Job Mobility Portal <i>Source: survey - DG EMPL C3</i>		
<i>Baseline (2012)</i>	<i>Milestone (2015)</i>	<i>Target (2020)</i>
100.000 placements / year	120.000 placements / year ¹³	150.000 placements / year ¹⁴
Result indicator: Number of individual personal contacts of EURES advisers with jobseekers, job changers and employers <i>Source: Eures Advisors' Monthly Reports - DG EMPL C3</i>		
<i>Baseline (2012)</i>	<i>Milestone (2016)</i>	<i>Target (2020)</i>
1.019.852	1.200.000	1.400.000 ¹⁵
Coordination of social security schemes and implementation of the fundamental right of "Free movement of workers"		
Result indicator: Number of visitors of the Coordination website per month <i>Source: DG EMPL G3 - DG EMPL B4</i>		
<i>Baseline (2012)</i>	<i>Milestone (2013)</i>	<i>Target (2020)</i>
68 900	105 100	150 000 ¹⁶
Result indicator: Number of Complaints, EU PILOT and Infringement procedures <i>Source: Semestrielle coherence exercice -: DG EMPL B4</i>		
<i>Baseline (Jan-Oct 2013)</i>		<i>Target (annual target)</i>
Complaints	165	Improvement of implementation of EU Law (reduction in a longer term of the number of cases)
EU PILOT	25	
Infringements	58	

¹¹ As declared by officials working in national, regional, or local government institutions who responded to the annual survey

¹² Previously, statistics of the EURES portal were taken from another tool (SAS WebHound). To increase the reliability of the information which was biased by artificial robot visits, DG EMPL has worked towards using Google Analytics which is now fully operational since May 2012.

¹³ Once "Match & Map" is in place

¹⁴ Strategic goal of the Commission - SWD(2012) 100 and explanatory memorandum to the proposal for the EURES regulation COM(2014)0006

¹⁵ Strategic goal of the Commission – target set on the assumption that the 2012 EURES Decision is properly implemented as from 01/01/2014)

¹⁶ Target set on the basis of historical data

Relevant general objective(s): 1 & 3		
Specific objective 3: Promote employment and social inclusion by increasing the availability and accessibility of microfinance for vulnerable people who wish to start up a micro-enterprise as well as for existing micro-enterprises, and by increasing access to finance for social enterprises.		<input checked="" type="checkbox"/> Spending programme
Result indicator: Number of business created or consolidated that have benefitted from EU support <i>Source: Progress Microfinance implementation reports - DG EMPL C2</i>		
<i>Baseline (2012)</i>	<i>Milestone (2017)</i>	<i>Target (2020)</i>
Microfinance: 6.089 ¹⁷	21.000	41.000 ¹⁸
Social Enterprises: 0 ¹⁹	500 social enterprises ²⁰	1350 social enterprises ²¹
Result indicator: Proportion of beneficiaries that have created or further developed a business with EU microfinance that are unemployed or belonging to disadvantaged groups <i>Source: Progress Microfinance implementation reports - DG EMPL C2</i>		
<i>Baseline (2011)</i>	<i>Milestone (2017)</i>	<i>Target (2020)</i>
In September 2011, 40% of beneficiaries were disadvantage (27% of them were unemployed or inactive and 13% were over the age of 54).	45%	50% of beneficiaries are unemployed people or from disadvantaged groups

Relevant general objective(s): 1, 2 & 3		
Specific objective 4: Strengthen the role of social dialogue and promote the adoption of agreements between the social partners		<input checked="" type="checkbox"/> Spending programme <input checked="" type="checkbox"/> Non-spending
Result indicator: Share of the workforce covered by sectoral social dialogue committees <i>Source: DG EMPL-B1 calculations based on representativeness studies</i>		
<i>Baseline (2013)</i>	<i>Milestone (2017)</i>	<i>Target (2020)</i>
There are currently 43 SSDC, which are estimated to cover 75% of the economy in terms of the workforce.	Around 76% of the workforce covered	78% The aim is to increase the share of the workforce covered by sectoral social dialogue committees while seeking economies in the operation of social dialogue.
Result indicator: Social dialogue outcomes <i>Source: DG EMPL B1 database</i>		
<i>Baseline (total period 2007-2013)</i>	<i>Target (total period 2014-2020)</i>	
284 This includes procedural texts, follow-up reports, tools, declarations, joint opinions, policy orientations, codes of conduct, guidelines, frameworks of actions, autonomous agreements, agreements Council Decisions.	300	

¹⁷ Number of final beneficiaries who received a microloan under the Progress Microfinance

¹⁸ The target has been based on the past experience with the Progress Microfinance. Please note that the target is subject to change, as the final budget, the required leverage and potential co-investments are unknown at this stage.

¹⁹ There was no such support offered by the European Commission to social enterprises in the past.

²⁰ This calculation is based on the total volume of the guarantees and funded instruments funds, multiplied by the expected leverage and divided by an average investment size of 200.000 euros per social enterprise. For the funded instruments, an expected co-investment of 20 million euros was taken into account. In addition, this target is set taking into account a slower take-off of the instruments and a more accelerated disbursement after the first three years. Please note that the target is subject to change, as the final budget, the required leverage and potential co-investments are unknown at this stage.

²¹ This calculation is based on the total volume of the guarantees and funded instruments funds, multiplied by the expected leverage and divided by an average investment size of 200.000 euros per social enterprise. For the funded instruments, an expected co-investment of 20 million euros was taken into account. Please note that the target is subject to change, as the final budget, the required leverage and potential co-investments are unknown at this stage.

Relevant general objective(s): 1, 2 & 3		
Specific objective 5: Contributing to shaping and implementing international standards, <input checked="" type="checkbox"/> Non-spending frameworks and actions on employment, social protection and decent work and the social dimension of enlargement and globalisation		
Result indicator: Inclusion of sustainable development chapter and follow-up mechanism with labour provisions in Free Trade Agreements (FTAs) and Investment Agreements <i>Source: DG EMPL/DG TRADE</i>		
Baseline (2013)	Milestone (2017)	Target (2020)
In FTAs with South Korea, Peru, Colombia, Central America, Cariforum, Georgia, Republic of Moldova	In FTAs and Investment Agreements with TTIP, Canada, India, Japan, Malaysia, Morocco, Mercosur, Thailand, Vietnam and in the investment agreement negotiations with China and Myanmar.	100% FTAs and Investment Agreements should have labour provisions and follow-up mechanism. EMPL will contribute to the follow-up of their implementation.
Result indicator: Outcomes of international negotiations, debates and dialogues reflect EU objectives on employment, social affairs and inclusion <i>Source: DG EMPL</i>		
Baseline (2013)	Milestone (2017)	Target (2020)
Commission contributions to preparatory work and positions on UN post 2015 framework for poverty eradication and sustainable development reflect importance of employment, social protection and decent work objectives. EU competences and policies on employment, social affairs and inclusion are taken up in preparatory discussions for the negotiation of international instruments, frameworks and outcomes and in bilateral dialogues with EU strategic partners.	UN Post 2015 framework for poverty eradication and sustainable development includes objectives, targets, indicators on employment, social protection and decent work.	EU objectives on employment, social affairs and inclusion are reflected in outcomes of discussions within international fora - in particular in G20, ILO, OECD and the UN Commission for Social Development - and with strategic partners.

4.1.3. Main outputs 2014

Specific objective 1: Support the development, implementation, monitoring and evaluation of the Union's instruments, policies (promoting a high level of quality and sustainable employment, guaranteeing adequate and decent social protection, combating social exclusion and poverty and improving working conditions) and relevant law and promote evidence-based policy-making, social innovation and social progress, in partnership with the social partners, civil society organisations and public and private bodies.		
Policy outputs		
Description	Indicator	Target
Ensure proper reflection of employment and social challenges in the European semester	Contribution	Q2
Assess social and employment aspects in NRPs, contribute to country monitoring and to the drafting of CSRs in the employment and social field	Contribution	Ongoing
Initiative Quality Framework for Restructuring	Adoption of Council Recommendation	Q1
Initiative Quality Framework for Traineeship	Adoption of Council Recommendation	Q1
Communication on job creation in the Green Economy	Adoption of the Communication	Q2
Completion of all Commission actions foreseen for 2014 under the	Roadmap	Q4

Roadmaps for the implementation of the 2013 Social Investment Package and White Paper on Pensions		
Establishment of an EU Platform on undeclared work	First reading Agreement EP and Council	Q4
Commission Communication on a new EU Strategy/Policy Framework on Occupational Safety and Health	Adoption of the Communication	Q1
Follow-up of the legislative proposal for amendment of five EU directives on OSH as a result of adoption of Regulation (EC)no 1279/2008 on classification, labelling and packaging of substances and mixtures	Adoption of EU Directive	Q2
Impact assessment for an initiative amending carcinogens Directive	Report	Q4
Preparatory work on a Directive on the 4th list of indicative occupational exposure limit values	Draft opinion of ACSH	Q4
Proposal for a Directive on the enforcement of Directive 96/71/EC concerning the posting of workers in the framework of the provision of services	Directive adopted	Q4
Proposal for a Directive to include seafarers in several labour law Directives	Directive adopted	Q4
Consolidation of three Directives in the area of information and consultation of workers	Completion of consultation of social partners	Q3
Preparing a position on the revision of the Working Time Directive 2003/88/EC	Submission to Impact Assessment Board	Q4
Evaluating; Directive 99/70/EEC (Fixed-Term Work), 97/81/EEC (Part-Time work), as well as 2008/104/EC (Temporary Agency Work)	Adoption of the reports	Q1
Evaluation of Directive 91/533/EEC of 14 October 1991 on employers' obligation to inform employees of the conditions applicable to the contract or employment relationship	External report by the end of the year	Q4
2013 Employment and Social Developments in Europe Review	Report	Q4

Expenditure-related outputs

<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Develop and disseminate comparative analytical knowledge and provide evidence on Union's policies	Implementation of all actions financed under EaSI's Financing Decision	100%
<p>Investment priorities²² under EaSI's employment thematic section:</p> <ul style="list-style-type: none"> develop the Commission's capacity to analyse and assess national and Union's employment policies in the framework of the Europe 2020 semester and implementation of the European Employment Strategy; analytical activities and EU surveys following the adoption of the Youth Employment Package²³ in 2013; anticipation of skills needs, analysis of skills supply and labour market needs (through the monitoring of labour demand and supply across the EU and of the EU skills panorama); multilingual classification of European skills competences, occupation and qualification (ESCO) will be further continued. <p>Investment priorities²⁴ under EaSI's social protection/social inclusion thematic section:</p> <ul style="list-style-type: none"> support the development of appropriate policy advice, research and analysis relating to the three strands of the OMC (social protection, social inclusion and long term care); assess the impact of outcomes policy measures (EUROMOD), development of dynamic micro-simulation modelling; analytical work to address the social consequences of the crisis (i.e. the methodology for determining the financial and social return on investment for social policies, the development of a framework for assessing health care and the stock taking exercise on housing and social services) 		

²² Based on 2014's EaSI's work programme and fully reflected in EaSI's Financing Decision

²³ COM(2012) 727 from 5/12/2012

²⁴ Based on 2014's EaSI's work programme and fully reflected in EaSI's Financing Decision

<p>Investment priorities²⁵ under EaSI's thematic working conditions section:</p> <ul style="list-style-type: none"> • evaluating EU labour law legislations and support the EU Labour Law Network; • supporting the scientific committee of occupational exposure limits; • supporting the committee of experts on posting of workers and reinforce administrative cooperation in this field • supporting expert group meetings in the field of labour law and meetings for industrial relations • analysing the EU labour inspection systems and the promotion of the occupational safety and health strategy (OHS); • supporting the research activities of international organisations like the International Agency for Research on Cancer, the International Labour Organisation or the International Commission on Non-Ionizing Radiation Protection. <p>Investment priorities under EaSI which combine one or more thematic sections such as studies supporting policy analysis and the writing of the quarterly and annual reviews (Employment and Social Situation Quarterly Reviews and the annual Employment and Social Development in Europe review) of the employment and social situation.</p>		
<p>Improve information-sharing, learning and dialogue</p>	<p>Implementation of all actions financed under EaSI's Financing Decision</p>	<p>100%</p>
<p>Investment priorities²⁶ under EaSI's employment thematic section:</p> <ul style="list-style-type: none"> • information on policy developments in the field of employment (European Employment Policy Observatory (EEPO)) • mutual learning programmes to support cooperation between public employment services, with the Sectoral Skills Councils and on various themes such as skills and employment, youth employment, social entrepreneurship and household services. <p>Investment priorities²⁷ under EaSI's social protection /social inclusion thematic section:</p> <ul style="list-style-type: none"> • support the new social policy experts' network • mutual learning through the European Platform against Poverty and Social Exclusion • mutual Information on Social Protection (MISSOC) • share of best practices in the fields defined in the Social Investment Package²⁸. <p>Investment priorities²⁹ under EaSI's thematic section on working conditions:</p> <ul style="list-style-type: none"> • support the European labour law network to provide the Commission with relevant information regarding the application of EU law in Member States; • support the work of the new EU platform on undeclared work, as well as the Labour inspectors (SLIC). 		
<p>Test social and labour market policy innovation and build capacity to design and implement social policy innovation</p>	<p>Implementation of all actions financed under EaSI's Financing Decision</p>	<p>100%</p>
<p>Investment priorities³⁰:</p> <ul style="list-style-type: none"> • support to test social and labour market policy innovations (through grants to public authorities and organisations) aiming also to the modernisation of the welfare states in line with Europe 2020 and the policy priorities supported by the EaSI Programme; • build up the main actors' capacity to design and implement social policy experimentation; • dissemination and awareness-raising at national and regional level to encourage shared interest from stakeholders 		
<p>Increase the capacity of the Union and national organisations to develop, promote and implement Union policies and law</p>	<p>Implementation of all actions financed under EaSI's Financing Decision</p>	<p>100%</p>
<p>Investment priorities³¹:</p> <ul style="list-style-type: none"> • promote the involvement of civil society through financial support for key Union level networks. • support to the specific issue of Roma integration • support the capacity of Union and national organisations to implement EU policies and laws in the policy fields supported by the Programme (i.e. related to the implementation of Youth Guarantees, the 		

²⁵ Based on 2014's EaSI's work programme and fully reflected in EaSI's Financing Decision

²⁶ Based on 2014's EaSI's work programme and fully reflected in EaSI's Financing Decision

²⁷ Based on 2014's EaSI's work programme and fully reflected in EaSI's Financing Decision

²⁸ COM(2013) 883 from 20/02/2013

²⁹ Based on 2014's EaSI's work programme and fully reflected in EaSI's Financing Decision

³⁰ Based on 2014's EaSI's work programme and fully reflected in EaSI's Financing Decision

³¹ Based on 2014's EaSI's work programme and fully reflected in EaSI's Financing Decision

apprenticeship programmes, the cross-border cooperation of pension and financial providers)		
<ul style="list-style-type: none"> • support the Union's electronic exchange of social security platform. • strengthen administrative cooperation for cross-border cooperation in the area of posting of workers. 		
Promote better policy responses in the Member States to demographic and social challenges by producing and disseminating comparative information	Implementation of all actions financed under Financing Decision for DG EMPL's Autonomous Budget Lines	100%
Investment priorities ³² : <ul style="list-style-type: none"> • socio-economic research intended to highlight facts and tendencies, in particular demographic, having a significant impact for the future of the Union (Eurobarometer on social climate, Social Situation Monitor, studies on coping strategies and residential care); • support to policy assessment (SPC working groups); • definition and dissemination of good practices notably through conferences (EPC, conferences on MISSOC) and networks (strengthen the activities of the European Platform for Investing in Children and set up new network on quality and cost-effective in long-term care and dependency prevention). 		

Specific objective 2: Promote workers' voluntary geographical mobility on a fair basis and boost employment opportunities by developing high-quality and inclusive Union labour markets that are open and accessible to all, while respecting workers' rights throughout the Union, including freedom of movement.		
Policy outputs		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Re-establishing EURES (validating and integrating all elements of the EURES reform so far put in place)	Adoption of the Regulation	Q1
Close governance of Regulation (EC) No 883/2004 in relation with the Administrative Commission (adoption of guides, decisions, recommendations)	Ongoing	Q4
Labour mobility package: <ul style="list-style-type: none"> - Communication on Labour Mobility - Adoption of the Commission proposal on the first review of Regulations (EC) Nos 883/2004 and 987/2009 - Adoption of a staff working document on highly mobile workers and launch of the consultation process 	Complete	Q2
Follow-up on Council Decisions concerning social security aspects of association agreements for Montenegro, San Marino, Albania, Turkey, Algeria, Morocco, Tunisia, FYROM and Israel	Complete	Q2
Follow-up discussions in the Council and the European Parliament to the Directive on measures facilitating the exercise of rights conferred on workers in the context of freedom of movement for workers	Complete	Q2
Monitoring of the transitional arrangements related to Croatia	Ongoing	Q3
Expenditure-related outputs		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Promote workers' geographical mobility	Implementation of all actions financed under EaSI's Financing Decision	100%
Investment priorities ³³ : <ul style="list-style-type: none"> • develop information exchanges and dissemination and other forms of cooperation, such as cross-border partnerships • help the EU and the Member States to improve their policies in three thematic sections: a) transparency of job vacancies, job applications and any related information for applicants jobseekers, workers and employers, b) development of services for the recruitment and placing of workers in employment through the clearance of job vacancies and job applications at Union level, in particular targeted mobility schemes and c) cross-border partnerships. • ensure that the new EURES Portal is up and running, including online CV facility 		

³² Based on 2014's Financing Decision for DG EMPL's Autonomous Budget Lines

³³ Based on 2014's EaSI's work programme and fully reflected in EaSI's Financing Decision

Coordination of social security schemes and the implementation of the fundamental right of "Free movement of workers"	Implementation of all actions financed under Financing Decision for DG EMPL's Autonomous Budget Lines	100%
Investment priorities ³⁴ : <ul style="list-style-type: none"> • support the network of experts on intra EU-mobility- social security coordination and free movement of workers • ensure the implementation and the development of the EESSI system • communication activities (conference on EESSI roll-out, awareness campaign on the new modernised social security coordination) • analytical activities and surveys (labour status of sportsmen, reports on aspects of the new Regulations focussing on clarification of interpretation) 		

Specific objective 3: Promote employment and social inclusion by increasing the availability and accessibility of microfinance for vulnerable people who wish to start up a micro-enterprise as well as for existing micro-enterprises, and by increasing access to finance for social enterprises.		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Provide funding to microcredit providers and social enterprises	Budget execution	100%
Information, communication and capacity-building activities for microfinance and social entrepreneurship actors	Implementation of all actions financed under EaSI's Financing Decision	100%

Specific objective 4: Strengthen the role of social dialogue and promote the adoption of agreements between the social partners		
Expenditure-related outputs		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Investment priorities: <ul style="list-style-type: none"> • capacity building actions in support of workers' and employers' organisations (ILO) • carry out and disseminate analysis/reports on industrial relations (ILO, report on industrial relations in Europe, guide on sectoral social dialogue; • promote the exchange of information and good practice between social partner organisations at EU and/or transnational level; • evaluation studies (cost-benefit analysis of sectoral social dialogue agreements, Evaluation of the outcomes of the projects funded). 	Implementation of all actions financed under Financing Decision for DG EMPL's Autonomous Budget Lines	100%

Specific objective 5: Contributing to shaping and implementing international standards, frameworks and actions on employment, social protection and decent work and the social dimension of enlargement and globalisation		
Policy outputs		
<i>Description</i>	<i>Indicator</i>	<i>Target</i>
Employment and Social Reform Programmes concluded with candidate countries	ESRPs finalised	3
Initiated FTAs and Investment Agreements contain sustainability chapter	FTAs concluded	All initiated agreements
Employment and Social Policy Seminars with strategic partners	Seminars held	5
High Level Meetings with International organisations	HLM concluded	2

³⁴ Based on 2014's Financing Decision for DG EMPL's Autonomous Budget Lines

4.2. European Social Fund

4.2.1. Description

Investing in people is a core EU policy. Financial support at EU level through the European Social Fund spurs national reforms towards common employment and social objectives. EU spending in employment, education and social inclusion helps to leverage additional public and private funding, which would otherwise not have been channelled to these areas. The benefits of building the human capital of future generations of workers are usually felt in the long run and are often difficult to estimate³⁵. The stability of the EU programming periods offer all actors a stable environment to undertake the necessary long-term strategic planning required in employment policy, often compensating for the fact that domestic funding tends to be more vulnerable to short-term shifts.

The ESF improves employment opportunities, promote education, skills and life-long learning and develop active inclusion policies in line with the tasks entrusted to the ESF by article 162 TFEU, and thereby contributes to economic, social and territorial cohesion in accordance with article 174 TFEU. In accordance with article 9 TFEU, the ESF takes into account requirements linked to the promotion of a high level of employment, the fight against social exclusion, and a high level of education and training. The ESF action is coordinated with the other European Structural and Investment Funds providing support under the cohesion policy, namely the European Regional and Development Fund (ERDF), the Cohesion Fund (CF), the European Agricultural Fund for Rural Development (EAFRD) and the European Maritime and Fisheries Fund (EMFF).

The ESF aims to promote employment and support labour mobility, invest in education, skills and life-long learning, promote social inclusion and combat poverty, primarily by improving access to the labour market. Where relevant, the efficiency of public administration is improved and the institutional capacity of stakeholders delivering employment, education and social policies is strengthened. The ESF also supports the labour force transition towards greener skills and jobs.

In order to tackle the exceptional rising unemployment of youth in Europe, an amendment to the ESF regulation proposal introduced a new financial instrument aiming at providing specific support to the regions with the highest youth (15-24) unemployment rate. The Youth Employment Initiative (YEI) should be financed by 3 billion EUR and at least 3 billion EUR of ESF funds earmarked YEI. Specific monitoring (reporting and indicators) will be dedicated to this instrument.

The ESF supports Member States taking account of the relevant Integrated guidelines and relevant country-specific recommendations adopted in accordance with Article 121(2) of TFEU and relevant Council recommendations adopted in accordance with Article 148(4) of TFEU and where appropriate at national level, the national reform programme. It also contributes to relevant aspects of the implementation of the flagship initiatives, with special regard to the "Agenda for New Skills and Jobs", "Youth on the Move", and the "European Platform against Poverty and Social Exclusion". It also supports relevant activities in the "Digital Agenda" and the "Innovation Union" initiatives.

ESF guidelines are designed at European level through consultation with a wide variety of stakeholders. These general guidelines are then further detailed at the appropriate level in the Member State (national and /or regional). All ESF investments need to comply with appropriate EU regulation (State Aid...).

Operated through shared management, the ESF finances operational programmes which fund projects run by a range of public and private organisations. Each OP is negotiated between the relevant national authorities and the Commission within the framework of a partnership agreement.

³⁵ According to OECD data, the average private and public return on education and training is between 8% and 11.5%, well above most other public investments.

Each Member State negotiates a single partnership agreement with the Commission which sets out the country's strategy for implementing all European Structural and Investment Funds.

Coordination is ensured via several channels. The services of the Commission have regular and direct contact with the Managing Authorities (thanks to the annual review meeting, the monitoring committees, the reporting requirements ...). But coordination between the Managing Authorities is also encouraged via the transnational networks. The different expert groups and committees are also providing opportunities for exchanges between the Managing Authorities and the Commission.

The table below presents the financial and human input directly allocated to the ABB Activity "ESF". As regards human resources, it is estimated that approximately 38 FTEs contribute to DG's EMPL policy responsibilities described in point 4.1.1, notably in terms of analysis of national policies in the context of the EU2020 strategy.

ABB activity: European Social Fund					
Financial resources			Human resources		
(€ thousands) in commitment appropriations (2014 – OPs 2014-2020)					
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
13.035.200	15.581	13.050.781	187	71	258

4.2.2. Specific objectives 2014

2014 will be a challenging year as it will involve working simultaneously on three programming periods.

4.2.2.1 Programming period 2014-2020

For the 2014-2020 programming period, the Commission and the Member States (MS) agreed on a common set of output and immediate result indicators on which MS will report annually (Annual Implementation Reports) as from 2016. The reporting will be done at programme level covering the thematic objectives on employment, education, social inclusion and institutional capacity.

Because milestones and targets for these indicators will depend on the outcome of negotiations on Partnership Agreements and individual Operational Programmes, selected indicators³⁶ are only listed below³⁷:

Specific objectives 2014-2020	Indicators
Promoting sustainable and quality employment and supporting labour mobility	<ul style="list-style-type: none"> • Inactive participants engaged in job searching upon leaving • Participants (unemployed or inactive) in employment, including self-employment, upon leaving
Promoting social inclusion, combating poverty and any discrimination	<ul style="list-style-type: none"> • Migrants, people with a foreign background, minorities (including marginalised communities such as the Roma); Disabled; Participants who live in a single adult household with dependent children; Participants who live in jobless households with dependent children; Other disadvantaged • Participants above 54 years of age who are unemployed, including

³⁶ These provisional result indicators are not fully in line with the latest Programme Statement as the negotiations of the Regulations have significantly changed the reporting requirements for the Member States.

³⁷ Member States will report twice (AIR 2019 and final implementation report) on the indicators "Participants above 54 years in employment, including self-employment, six months after leaving" and "Disadvantaged participants in employment, including self-employment, 6 months after leaving"

	<ul style="list-style-type: none"> long-term unemployed, or inactive not in education or training Disadvantaged participants in employment, including self-employment, upon leaving
Investing in education, training and vocational training for skills and life-long learning	<ul style="list-style-type: none"> Participants gaining a qualification upon leaving Participants in education/training upon leaving
Enhancing institutional capacity of public authorities and stakeholders and efficient public administration	<ul style="list-style-type: none"> Number of projects targeting public administration or public services at national, regional or local level Improvement in government effectiveness
Promoting specific support to young NEETs (15-24)	<ul style="list-style-type: none"> Unemployed participants who complete the YEI supported intervention Unemployed participants in education/training, gaining a qualification or in employment, including self-employment, upon leaving Long-term unemployed participants who complete the YEI supported intervention Long-term unemployed participants in education/training, gaining a qualification or in employment, including self-employment, upon leaving Inactive participants not in education or training who complete the YEI supported intervention Inactive participants not in education or training in education/training, gaining a qualification or in employment, including self-employment, upon leaving

In 2014, DG EMPL will be actively involved in finalizing the negotiations on the partnership agreements and operational programmes for future cohesion policy and in supporting their implementation.

As chief the file for the Thematic Objective 11 related to *institutional capacity and administrative reform* in the new ESIF programme period, DG EMPL will ensure that programmes appropriately cover this thematic objective. In this respect, it will coordinate the related policy elements managed by various Commission services, closely follow the relevant aspects of the European Semester process and ensure a close link between CSR and programming. Raising political awareness in Member States on the importance of good governance, achieving a consistent approach to management of ex-ante conditionalities, developing indicators to measure results, providing guidance and spreading good practice complement the priorities related to DG EMPL support to modernising public administration.

Given the time lag between the implementation of the programmes and the outcomes they are supposed to deliver, the following specific objective and key output indicators have been selected for 2014.

Specific objective: Prepare the conditions for effective implementation and monitoring of the ESF programmes of the 2014-2020 programming period	
Result indicator: Number of partnership agreements adopted within the four months legal framework provided that all observations made by the Commission have been adequately taken into account <i>Source: DG EMPL E1</i>	
<i>Baseline (2013)</i>	<i>Target (2014)</i>
NA	100%
Result indicator: Number of Operational Programmes (ESF and YEI specific – monofund and multifund) approved within the six month legal framework provided that all observations made by the Commission have been adequately taken into account <i>Source: DG EMPL E1</i>	
<i>Baseline (2013)</i>	<i>Target (2014)</i>
NA	100%

4.2.2.2 Programming period 2007-2013

In cooperation with its national partners in the Member States, DG EMPL will continue to support the effective implementation and monitoring of the 2007-13 ESF operational programmes.

Specific objective: Ensure continued effective implementation and monitoring of the ESF programmes of the 2007-2013 programming period.	
Result indicator: Average number of ESF participants per year ³⁸ <i>Source: DG EMPL E1</i>	
<i>Baseline (2012)</i>	<i>Target (2014)</i>
9.9 million participants (annual average 07-11)	10.8 million participants (annual average 07-13)
Result indicator: Reasonable assurance on the management of ESF expressed as the cumulative residual error rate <i>Source: DG EMPL H</i>	
<i>Baseline (2012)</i>	<i>Target (2014)</i>
0.63%	Maintain < 2%

4.2.2.3 Programming period 2000-2006

DG EMPL will pursue its work to finalize the closure of the 2000-2006 programming period.

Specific objective: Complete the closure process for the remaining programmes of the 2000-2006 programming period.	
Result indicator: Assessment of the legality and conformity of expenditures of OPs co-financed by the ESF under the 2000-06 programming period is finalized. <i>Source: DG EMPL F1</i>	
<i>Baseline (2013)</i>	<i>Target (2014)</i>
233 out of 239 programmes have been closed (of which 33 have only been closed in part).	100% Except programmes for which legal procedures are on-going

4.2.3. Main outputs 2014

Specific objective: Prepare the conditions for effective implementation and monitoring of the ESF programmes of the 2014-2020 programming period		
Policy and operational outputs		
<i>Providing adequate framework for ESF and YEI at legislative level</i>		
<i>Description</i>	<i>Indicator</i>	<i>Target 2014</i>
Contribution from DG EMPL to the delegated and implementing acts	Number of empowerments in the CPR and the ESF regulation to which DG EMPL contributed	43
<i>Providing adequate framework for ESF and YEI at operational level</i>		
<i>Description</i>	<i>Indicator</i>	<i>Target 2014</i>
Partnership agreements adopted	Selected as key output indicator in point 4.2.2.1	
Operational programmes adopted (ESF and YEI specific – monofund and multifund)	Selected as key output indicator in point 4.2.2.1	
Designation of authorities	- Number of desk reviews of Monitoring and Control Systems (MCS) on request of MS for OPs > 250 M€ or following risk analysis by COM - Number of audits on the designation of authorities	1/3 of OPs 10
Performance framework: validation of the process and IT systems put in place by MS in order to capture accurate performance data	- Methodology adopted - Number of audits	by mid-2014 1
<i>Providing adequate framework for ESF and YEI at implementation level</i>		
<i>Description</i>	<i>Indicator</i>	<i>Target 2014</i>
Develop appropriate support for DG EMPL staff and the MS on the new Regulations	- Existing guidance were reviewed and new guidance developed	Up-to-date guidance documents

³⁸ Member States report on the number of participations to ESF projects and therefore one participant could take part in several actions.

Ensure information of MS and facilitate exchanges among them	- Number of days of ESF committee organized - Number of days of ESF TWG organized - Number of COESIF days relevant for ESF - Implementation of the new transnationality platform - Number of meetings organized for the informal network of ESF information officers	4 8 12 Contract signed by mid-2014 3
<i>Support the development, implementation, monitoring and evaluation of Union policy and legislation on institutional capacity</i>		
<i>Description</i>	<i>Indicator</i>	<i>Target 2014</i>
Ensure proper reflection of institutional and administrative capacity challenges in the European semester	Contribution	Q2
Assessment institutional capacity and public administration reform aspects in NRPs	Contribution	Q2
Contribution to country monitoring and country-specific recommendations in the area of public administration reform	Contribution	Q2
Preparation of "EU - Quality of Public Administration Toolbox" for guidance to Member States	Toolbox finalized	Q3
Preparatory work on a Commission initiative related to modernisation of public administration in collaboration with other relevant services	Concept note prepared	Q4
Increase the awareness of ESF in the public opinion		
<i>Description</i>	<i>Indicator</i>	<i>Target 2014</i>
Launching events for the adoption of the partnership agreements with a press conference	Number of launching events	28
ESF Conference (February 2013)	Number of participants	250
Expenditure related outputs		
<i>Providing appropriate financial support to the MS for employment, social inclusion, education and training, and administrative capacities projects</i>		
<i>Description</i>	<i>Indicator</i>	<i>Target 2014</i>
Advance payment done for ESF	Amounts paid to the MS	692 million Euros
Advance payment done for the YEI	Amounts paid to the MS	450 million Euros

Specific objective: Ensure continued effective implementation and monitoring of the ESF programmes of the 2007-2013 programming period.		
Policy and operational outputs		
<i>Description</i>	<i>Indicator</i>	<i>Target 2014</i>
Analyse and adopt annual implementation report	Analyse and adopt the AIR submitted by the MS within the two months legal framework provided that all comments from the Commission were taken into account	100%
Operational programme modification	Adoption of operational programme modification within the four months legal framework provided that all comments from the Commission were taken into account	100%
Expenditure related outputs		
<i>Description</i>	<i>Indicator</i>	<i>Target 2014</i>
Interim payments	Payments done within the two months legal framework provided that the payments were admissible and that funding was available	100%

Specific objective: Complete the closure process for the remaining programmes of the 2000-2006 programming period.		
<i>Description</i>	<i>Indicator</i>	<i>Target 2014</i>
Finalize assessment of the legality and conformity of expenditures of OPs co-financed by the ESF under the 2000-06 programming period	Selected as key output indicator in point 4.2.2.3	

4.3. Fund for European Aid to the most Deprived

4.3.1. Description

The Europe 2020 strategy for smart, sustainable and inclusive growth is based on a balanced vision of economic growth and social progress based on ambitious targets for employment, education and for poverty reduction. Poverty and social exclusion are major obstacles to the achievement of the Europe 2020 objectives.

The Fund for European Aid to the most deprived (FEAD) will complement the existing cohesion instruments, in particular the ESF, by providing assistance to those who are too excluded, too far from the labour market to benefit from the activation measures of the ESF.

By addressing basic needs, either through material or non-material assistance, this instrument will help to moderate poverty and social exclusion of people who find themselves in situations of severe deprivation. By enabling the most deprived members of the society to maintain their dignity and human capital it will contribute to strengthening of social capital and social cohesion within their communities.

Operated through shared management, the FEAD finances operational programmes which fund projects run by a range of public non-for profit organisations. Each OP is negotiated between the relevant national authorities and the Commission.

Coordination is ensured via several channels. The services of the Commission have regular and direct contact with the Managing Authorities notably through the annual review meeting, the monitoring committees (where relevant) and the reporting requirements. Cooperation is also encouraged via the transnational networks and the different expert groups and committees which provide for opportunities for exchanges.

The table below presents the financial and human input allocated to the ABB Activity

ABB activity: Fund for European Aid to the most Deprived					
Financial resources			Human resources		
(€ thousands) in commitment appropriations - 2014					
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
501.280	5	501.285	12	0	12

4.3.2. Specific objectives

Relevant general objective(s): 3		
Specific objective (definition): Alleviating the worst forms of poverty in the Union by providing non-financial assistance to the most deprived persons		<input checked="" type="checkbox"/> Spending programme
Result indicator: Number of persons receiving assistance from the Fund		
<i>Source: annual implementation reports - DG EMPL EI</i>		
<i>Baseline</i>	<i>Milestone (2017)</i>	<i>Target (2020)</i>
0 ³⁹	8 million	14 million

³⁹ Note 1: The FEAD is a new Fund, hence with a baseline at 0. The figures used in the framework of the existing Food assistance programme are established through a methodology which does not yield figures that could be comparable to the one of the new FEAD, thus they cannot be used as a baseline.

Note 2: The Commission Proposal foresees the definition of common indicators to be adopted by the Commission through Implementing Acts. The specific objective's indicator will be complemented and possibly revised at the later stage, in light of the Implementing Act.

4.3.3. Main outputs 2014

Main outputs in 2014		
Description	Indicator	target
Negotiations of future FEAD programmes	Share of OP approved within the six month legal framework provided that all observations made by the Commission have been adequately taken into account	100%
Assistance from the Fund to deprived people	Number of deprived million persons receiving assistance from the Fund	2 million

4.4. European Globalisation Adjustment Fund

4.4.1. Description

The opening of economies to international competition brings new opportunities in terms of competitiveness and the creation of high-quality jobs. However, the opening of trade can also have negative consequences, including redundancies in some sectors and areas of the EU. As the EU takes external trade decisions, it is logical that it should assume some responsibility for workers who lose their jobs due to more open trade by providing support to reintegrate them into the labour market. The EU set up the European Globalisation adjustment Fund (EGF, under shared management) in 2006 to address the adverse effects of globalisation, to strengthen overall participation in the labour market and to demonstrate the EU's solidarity with the workers affected.

The Fund is maintained during the 2014-2020 multiannual financial framework and its scope enlarged to support also workers made redundant as a consequence global financial and economic crisis and also giving the opportunity under certain circumstances to supports NEETs⁴⁰.

The table below presents the financial and human input allocated to the ABB Activity:

ABB activity: European Globalisation Adjustment Fund					
Financial resources (€ thousands) in commitment appropriations - 2014			Human resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
PM	80	na	8	2	10

4.4.2. Specific objectives

Relevant general objective(s): 1 & 3	
<p>Specific objective: To contribute to economic growth and employment in the Union by enabling the Union to show solidarity towards workers made redundant as a result of major structural changes in world trade patterns due to globalisation and global financial and economic crisis, and to provide financial support for their rapid reintegration into employment.</p>	<input checked="" type="checkbox"/> Spending programme
<p>Result indicator: Proportion of redundant workers reintegrated into employment following EGF supported measures <i>Source: EGF Annual Report - DG EMPL C2</i></p>	
Baseline (2012)	Milestone (2017)
47% ⁴¹	49%
Target (2020)	
12 months after the application, >50 % of the targeted workers are employed ⁴²	

⁴⁰ Young people not in education, employment or training

⁴¹ Percentage of workers targeted that were re-employed at final reporting time. This is an average figure based on the five annual reports available (2008 to 2012)

4.4.3. Main outputs in 2014

Main outputs in 2014		
<i>Description</i>	<i>Indicator</i>	<i>target</i>
Assessment of applications submitted by Member States for co-funding	Timely assessment	100%

4.5. Instrument for Pre-Accession Assistance (IPA I for the programming period 2007-2013 and IPA II for the programming period 2014 - 2020) – Employment, Social Policies and Human Resources Development

4.5.1. Description

In line with art. 181 of the Treaty, the primary objective of IPA is to assist candidate and potential candidate countries in the process of progressive alignment with the standards and policies of the European Union in order to become EU members once they fulfil the necessary conditions.

In 2014, DG EMPL will:

- continue to monitor the implementation of the programs adopted under the HRD Component of IPA I for Turkey, FYROM and Montenegro, with focus on efficient and effective delivery of outputs.
- participate in the definition of the priorities for the employment, social policy and human resources development sector of the overall programming framework (CSF) and for Country Strategy Papers that will underpin IPA II support for each enlargement country;
- contribute to the preparation and negotiation of programming documents for IPA II;

IPA I consists of five different components which deliver tailor made assistance in accordance to the needs assessment and findings in the annual Progress Reports. IPA components III (Regional Development), IV (Human Resources Development) and V (Rural Development) apply to candidate countries only. They aim at preparing future EU members to the implementation of Structural, Cohesion and Rural Development funds upon accession, through learning by doing process. This requires the countries to have the necessary structures and administrative capacity to manage the assistance.

The Human Resources development (HRD) (component IV) is the precursor of the European Social Fund (ESF) and is under the responsibility of DG EMPL. It supports employment, social inclusion of disadvantaged people and human capital. DG EMPL will continue to monitor the operational programmes for FYROM, Turkey and Montenegro, adopted in the programming period 2007 – 2013, until their closure in 2018. The eligibility fields are the same as for the ESF: adaptability of workers and companies, better access to employment, support to social inclusion, human capital development, support to partnership for reforms in the employment and social inclusion fields, institutional capacity.

IPA II assistance will be used to contribute to the implementation of the beneficiary countries' national reform policies. The focus will be on policy areas and therefore the division into components will not be relevant. DG EMPL will assist DG Enlargement in defining the priorities for the policy area “Employment, Social Policy and Human Resources Development” in the Country Strategy Papers and in programming assistance under this policy areas. There are no commitment appropriations allocated to this activity for 2014 as IPA II funds will be fully managed by DG Enlargement until countries are ready for accession.

⁴² The initial results were heavily influenced by the global financial and economic crisis. It is expected that the positive tendency shown in the reintegration rate results since 2011 will continue.

The table below presents the financial and human input allocated to the ABB Activity:

ABB activity: Instrument for Pre-Accession Assistance (IPA I for the programming period 2007-2013 and IPA II for the programming period 2014 – 2020)					
Financial resources (€ thousands) in commitment appropriations - 2014			Human resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
0	53	53	6	0	6

4.5.2. Specific objectives

Relevant general objective(s): 1, 2, 3 & 4							
Specific objective 1: Support Candidates Countries to achieve the necessary level of administrative capacity for the future ESF implementation <input checked="" type="checkbox"/> Spending programme							
Result indicator: Level of rejection of proposed operations / projects <i>Source: Bi-annual Report of the EU Delegations - DG EMPL A4</i>							
Baseline (06/2013)	Target (2017)						
<table border="1"> <thead> <tr> <th></th> <th>06 2013</th> </tr> </thead> <tbody> <tr> <td>Turkey</td> <td>19.6%</td> </tr> <tr> <td>FYROM</td> <td>8.33%</td> </tr> </tbody> </table>		06 2013	Turkey	19.6%	FYROM	8.33%	Less than 10% rejection
	06 2013						
Turkey	19.6%						
FYROM	8.33%						
Result indicator: Quality of the implementation <i>Source: Audit reports - DG EMPL A4</i>							
Baseline (2013 – status December)	Target (2017)						
Turkey: "Works, but some improvements are needed" (category 2)	Effective functioning of the management and control system						
FYROM: "Works, but some improvements are needed" (category 2)	Effective functioning of the management and control system						
MONTENEGRO: The implementation has not yet started.	Start of the implementation						
Relevant general objective(s): 1, 2, 3 & 4							
Specific objective 2: Ensure efficient concrete assistance to Candidate Countries for the implementation of IPA HRD component in employment, social affairs and equal opportunities policy areas <input checked="" type="checkbox"/> Spending programme							
Result indicator: Fulfilment level of initial procurement planning <i>Source: Procurement planning - DG EMPL A4</i>							
Baseline (06/2013)	Target (2017)						
Turkey: € 150.15 million (26.9%) FYROM: € 15.1 million (23.6%)	100% of the procurement planning						
Result indicator: Level of certified expenditure in relation to the automatic de-commitment horizon <i>Source: Applications for payment - DG EMPL A4</i>							
Baseline (2013)	Target (2017)						
Turkey: € 0* (target:€ 63.4 million) FYROM: € 1.3 million* (target: € 8.4 million) A risk of de-commitment by the end of 2013 exists for the two countries. (* up to 26/11/2013)	Zero automatic de-commitments						

4.5.3. Main outputs 2014

Main outputs in 2014		
<i>Description</i>	<i>Indicator</i>	<i>Target 2014</i>
Participate in defining IPA Regulation and IPA II rules of application	Adopted	Q1/Q2
Participate in the definition of the priorities for the employment, social policy and human resources development sector of the overall programming framework (CSF) and for Country Strategy Papers that will underpin IPA II support for each enlargement country	CSP Adopted	Q3
Monitoring of implementation of the on-going programmes under IPA I with focus on efficient and effective delivery of outputs	See above specific objectives	

4.6. Logics of intervention for DG EMPL's spending programmes

4.6.1. The Programme for Employment and Social Innovation

WHAT WE DO (SUBACTIVITIES)

- Analytical activities
- Mutual-learning, awareness and dissemination activities
- Support to key actors, including cross border partnerships
- Support to microfinance and social enterprises



WHAT WE DELIVER (OUTPUTS)

- Relevant analytical knowledge and EU comparative information
- Improved information-sharing mutual learning and dialogue at EU level
- Improved capacity building for organisations to implement EU policies, including EU civil society organisations
- Development and implementation of labour and social policy experimentation to improve EU policies
- Quality support to activities carried out by specialist services together with social partners and other employment service providers including EURES cross border partnerships
- Appropriate support to microfinance and social enterprises



OUR SHORT-TERM RESULTS (OUTCOMES)

- Support the development, implementation, monitoring and evaluation of the Union instruments and policies and relevant Union law
- Support information exchanges and dissemination and other forms of cooperation, such as cross-border partnerships, to promote voluntary geographical mobility for workers on a fair basis and to contribute to a high level of quality and sustainable employment
- Increase the access to, and the availability of, financing for vulnerable people and micro-enterprises and facilitate access to finance for social enterprises

Exogenous factors:

- Economic crisis and slow economic growth
- Globalisation
- Political will at EU level
- MS commitments

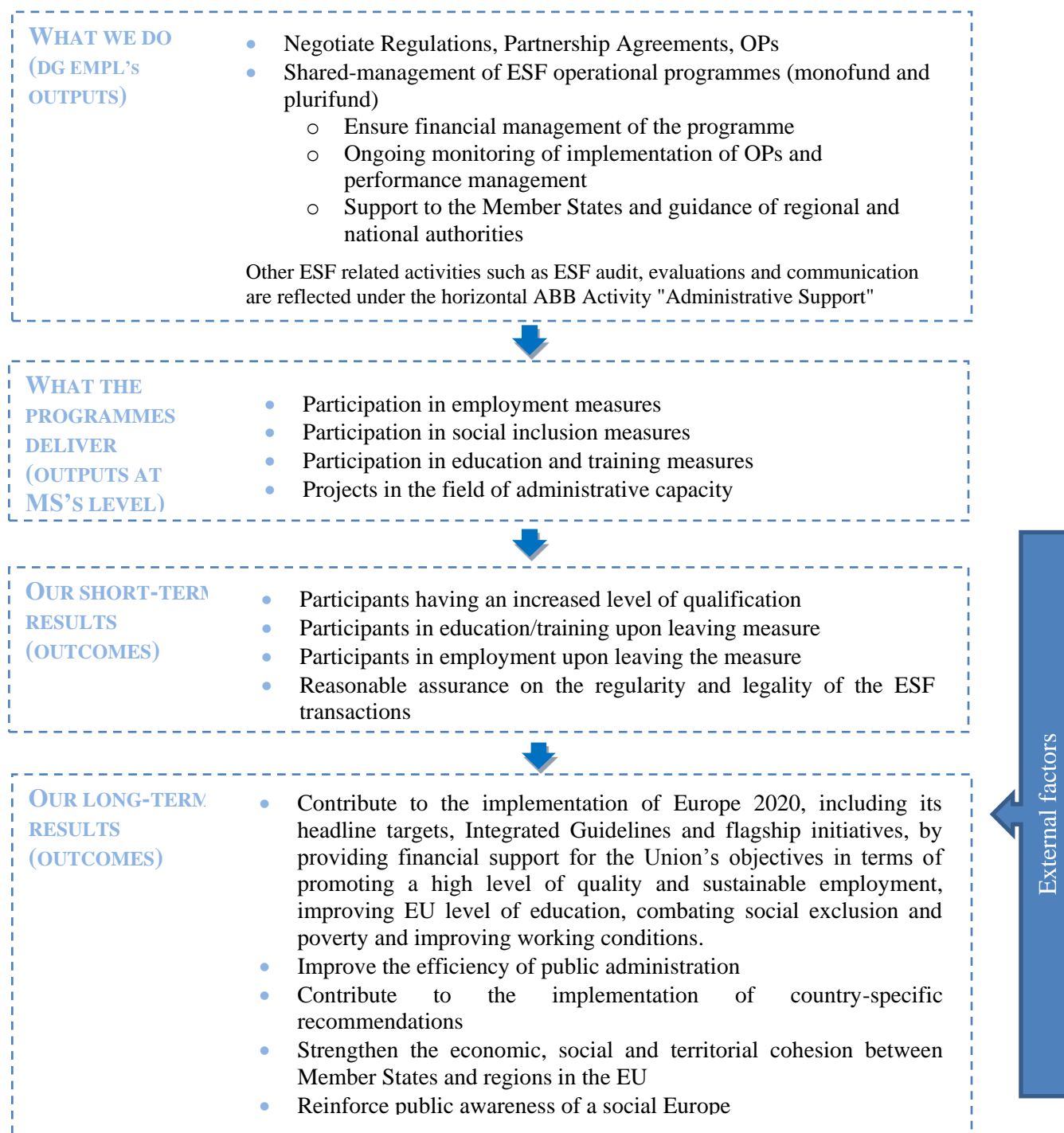


OUR LONG-TERM RESULTS (OUTCOMES)

Contribute to the implementation of Europe 2020, including its headline targets, Integrated Guidelines and flagship initiatives, by providing financial support for the Union's objectives in terms of promoting a high level of quality and sustainable employment, guaranteeing adequate and decent social protection, combating social exclusion and poverty and improving working conditions.

External factors

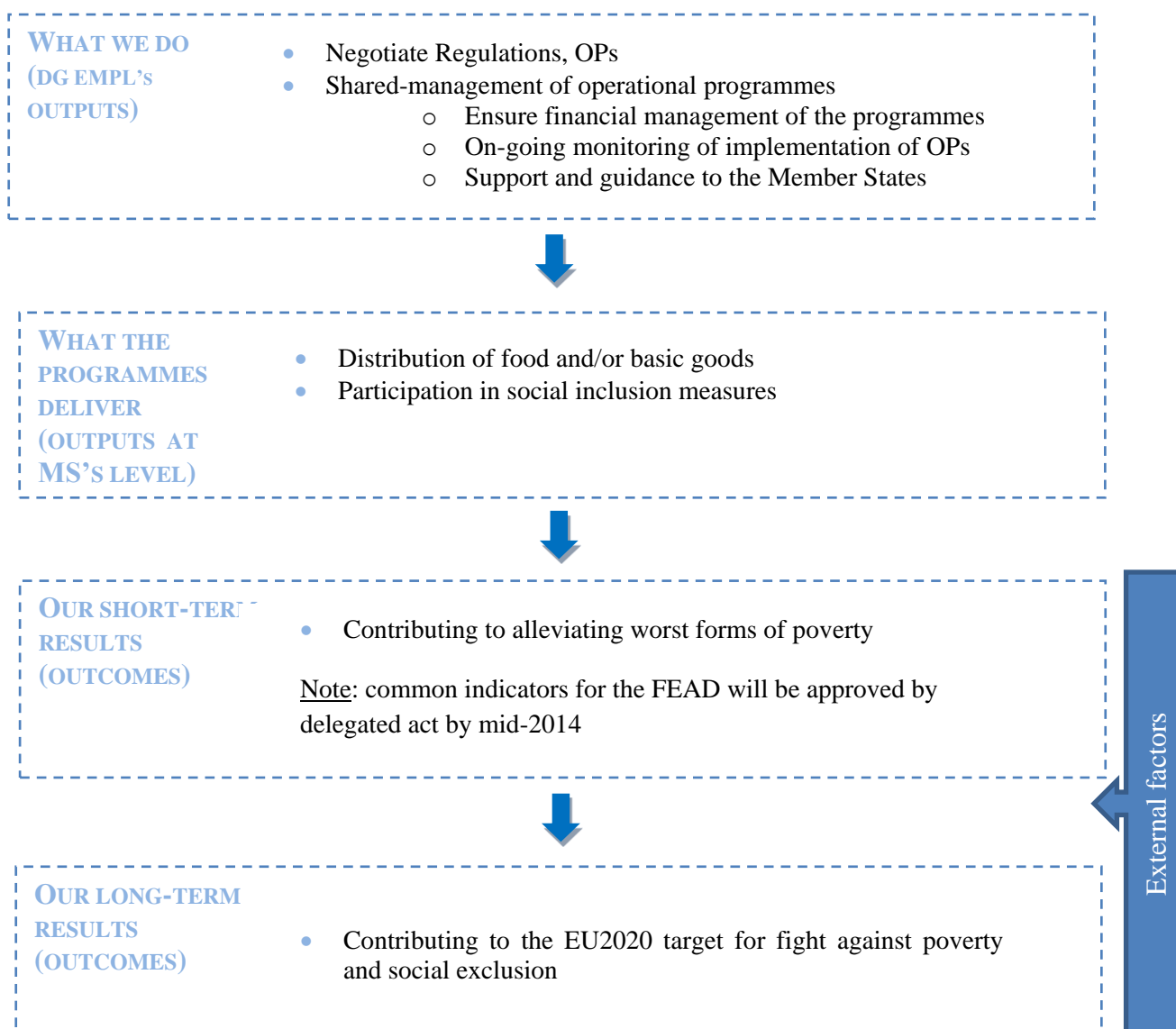
4.6.2. The European Social Fund



The delivery of desired results and impacts according to the logic presented above depends significantly on a number of exogenous factors:

- 1) The ESF is operated under the shared management mode and thus, the efficient and effective implementation of actions depends primarily on good governance and partnership among all bodies involved during the various stages of implementation of the operational programmes.
- 2) The long term results are also impacted by other factors such as the effect of the economic and financial crisis on existing disparities and the policies put in place by the national, regional and local authorities.

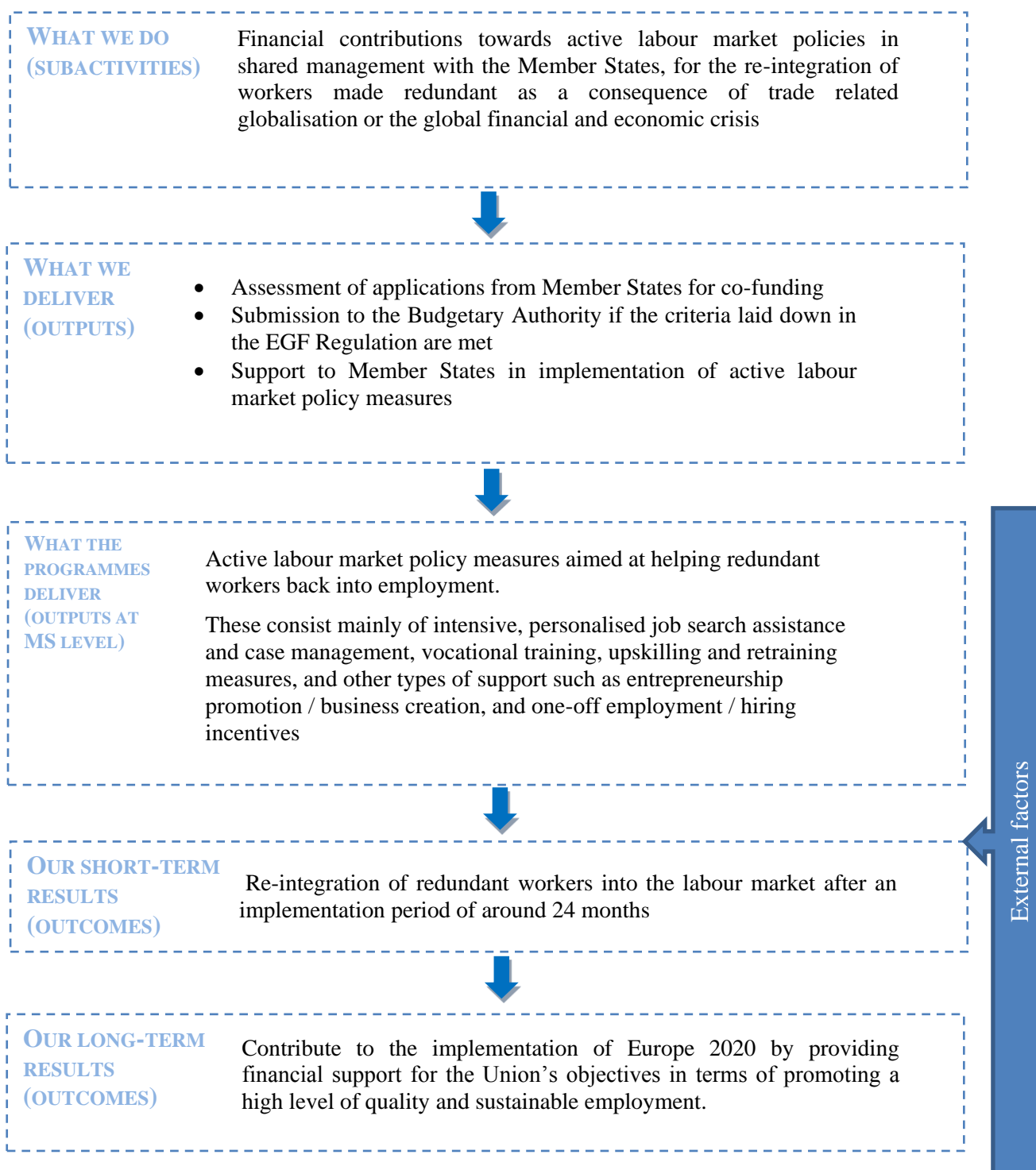
4.6.3. The Fund for European Aid to the most Deprived



The delivery of desired results and impacts according to the logic presented above depends significantly on a number of exogenous factors:

- 1) The FEAD is operated under the shared management mode and thus, the efficient and effective implementation of actions depends primarily on good governance and partnership among all bodies involved during the various stages of implementation of the operational programmes.
- 2) The long term results are also impacted by other factors such as the effect of the economic and financial crisis on existing disparities and the policies put in place by the national authorities.

4.6.4. The European Globalisation Adjustment Fund



Part 5. Horizontal activities

In accordance with the Commission-wide Activity Based Budgeting methodology, EMPL's operational ABB activities are supported by two "horizontal" ABB activities:

- Policy Strategy and Coordination
- Administrative Support

5.1. "Policy Strategy and Coordination" for DG EMPL

The objective of this activity is to ensure that all policies and measures undertaken by the Directorate General are done so in pursuit of the DG's overall mission in a strategically planned, coherent and comprehensive way. The combined efforts from the units in charge of budget and finance, strategic planning, policy coordination and communication support in this area. This involves:

- Defining internally and externally the DG's general policy and giving the necessary impulse to the policy definition, preparation and implementation;
- Promoting the development of a forward planning culture within the DG in accordance with the Commission's strategic planning and programming cycle;
- Ensuring smooth and efficient passage through the institutional system of all legislative and non-legislative proposals put forward by the DG;
- Co-ordinating the agenda planning contributions and follow-up;
- Ensuring the necessary liaison with the central services (Secretariat General, Legal Service, DG BUDG and the Translation Service, etc.);
- Co-ordinating the relations with the other Institutions, Member States and candidate countries, other organisations and stakeholders;
- Actively promoting the main policies of the DG by supportive means of information, communication, awareness-raising both inside the DG and among our external stakeholders, regular consultation and civil society dialogue;
- Promoting a culture of transparency and openness, particularly in terms of providing access to documents and information in line with relevant rules;
- Promoting a culture of evidence-based policy making by providing methodological support for high-quality impact assessments (when a new policy is developed), sustainability impact assessments (when an agreement is being negotiated) and ex-post evaluations.

ABB activity: Policy Strategy and Coordination					
Financial resources (€ thousands) in commitment appropriations			Human resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
0	514	514	66	11	77

The Activity includes the following functions:

Policy strategy definition and coordination

Specific objective: Determine the general strategy of DG EMPL and give the necessary impulse, direction and coordination on matters related to (1) policy definition, preparation and implementation in accordance with the Commission policy objectives and the provisions of the Treaties and (2) the application of Community law and the implementation of the better regulation agenda, so that the overall mission of the DG is coherently fulfilled as framed and planned.	
Indicator: Degree of achievement of the policy objectives as reflected in the CWP <i>Source: internal - DG EMPL 01</i>	
<i>Baseline (2013)</i>	<i>Target (2014)</i>
60% (3/5) Initiatives foreseen in the CWP delivered except for 2 initiatives that had been postponed: EURES (adopted on 17/01/2014) and proposal on undeclared work.	100%
Indicator: Assessment by the Commission Central Services (Legal Service and Secretariat General) of the quality of DG EMPL's follow-up as regards the application of Community law <i>Source: bi-annual coherence review (Secretariat General) - DG EMPL 01</i>	
<i>Baseline (December 2013)</i>	<i>Target (December 2014)</i>
Positive conclusions	Positive conclusions

Strategic planning and programming

Specific objective: “Implement the Commission planning and programming process so that the Directorate General delivers its policy objectives contributing to the overall Commission strategy in an effective, timely, efficient, coherent and accountable manner”.	
Indicator: Timely delivery of DG EMPL's contributions to the SPP cycle (Commission Work Programme, Management Plan, Annual Activity Report) <i>Source: DG EMPL G2 & 01</i>	
<i>Baseline (2013)</i>	<i>Target</i>
100% timely submission	100% timely submission

Internal communication

In 2014 EMPL will continue to focus on the use of the intranet and collaborative platforms (sites on EMPL Intranet and corporate tools such as wikis, MyIntraComm sites and EMPL discussion group on Yammer). The preparatory work of a roadmap of EMPL intranet migration to MyIntraComm will start in mid-2014. Other important internal communication projects will be the support of the EMPL Charter's implementation, aimed at, *inter alia*, improving staff engagement and overall staff satisfaction in EMPL.

Specific objective: “Implement an internal communication strategy, which allows staff to understand and share the vision and objectives of their department, are motivated to work towards them and are able to work effectively together by sharing and having access to the information they need.”	
Indicator: Use of intranet and collaborative platforms in terms of number of users <i>Source: Intranet statistics - DG EMPL G3</i>	
<i>Baseline 2013</i>	<i>Target 2014</i>
Average 350 Intranet users per day	Maintaining the level of previous year
60% of EMPL Directorates/units use collaborative platforms (out of 43 collaborative platforms)	Maintaining the level of previous year
Indicator: Information sessions open to all staff on issues of general interest in EMPL <i>Source: Statistics on information sessions - DG EMPL G1</i>	
<i>Baseline 2013</i>	<i>Target 2014</i>
6 information sessions	10 information sessions

External communication

The main objective is to plan and implement communication actions in line with policy-related communication priorities, to be determined with the Commissioner, focused on well-chosen themes and issues reflecting the corporate themes of the European Commission as well as EMPL's policy and funding priorities. External communication includes communication campaigns, digital publishing and AV production, print publications, events and media relations. This is delivered through horizontal coordination across the DG supported by media and communication steering from the communication unit and in line with the overall corporate communication strategy of DG COMM.

Specific objective: “Develop, implement, monitor and adapt an external communication strategy to actively promote the main policies and initiatives of the DG, and making them more visible and understandable to different audiences and highlighting their concrete benefits to the citizens of the EU.”	
Indicator: Impact of EMPL's press work in terms of number of press items mentioning EMPL policies on a 2 weekly basis (number of media items) <i>Source: Data from media monitoring done by external service provider - DG EMPL G3</i>	
<i>Baseline 2013</i>	<i>Target 2014</i>
New indicator/new services	To be determined once a baseline is established
Indicator: Rationalisation of EMPL websites - reduction of EMPL managed websites, databases and content <i>Source: Website statistics and statistics from COMM's web rationalisation team - DG EMPL G3</i>	
<i>Baseline 2013</i>	<i>Target 2014</i>
9 websites and platforms; approximately 34,500 pages	30% content reduction
Indicator: Use of social media in terms of followers on Facebook and Twitter <i>Source: social media statistics - DG EMPL G3</i>	
<i>Baseline 2013</i>	<i>Target 2014</i>
51,000 Facebook fans 16,400 Twitter followers 227 sets on Flickr 177 subscribers to YouTube	10% growth for Facebook, Twitter and Flickr; 20-30% growth for YouTube;

Coordination of institutional affairs

Specific objective: “Establish and maintain dialogue and cooperation channels with the other institutions, the Member States and other interinstitutional stakeholders so that progress of legislative proposals and non-legislative initiatives put forward by the DG is smooth and efficient through the institutional system and beyond”	
Indicator: Preparation and active participation in meetings with other EU institutions <i>Source: internal - DG EMPL 01</i>	
<i>Baseline (2013)</i>	<i>Target (2014)</i>
100% Council: (European Council, EPSCO, Coreper, SQWPs, Trilogues, Presidencies) EP: (High level meetings of Commissioner and DG with MEPs, EMPL Committee, Strasbourg sessions, Trilogues, etc)	100%

Better regulation, including evaluation and impact assessment

Specific objective: “Support the decision-making process by thorough evaluations and impact assessments, by systematic consultations of stakeholders and by suitable measures so that the mission of DG EMPL is fulfilled.	
Indicator: Degree of implementation of the evaluation plan. <i>Source: Annex to EMPL MP 2014 - DG EMPL A3</i>	
<i>Baseline (end 2013)</i>	<i>Target (end 2014)</i>
83.3%	90%
Indicator: Percentage Impact assessments presented by DG EMPL that received a favourable IAB opinion in first instance (no resubmission) <i>Source: IAB annual report - DG EMPL A3</i>	
<i>Baseline (end 2013)</i>	<i>Target (end 2014)</i>
33%	Above Commission average (53% in 2012)

5.2. "Administrative support" for DG EMPL

The administrative support activity for DG EMPL consists mainly of:

- Providing as efficiently as possible to the DG optimal human, administrative, financial and IT resources necessary for it to implement its policy objectives;
- Ensuring the soundness of internal controls established in the DG's operational management and in its financial accounting and reporting systems;
- Ensuring budgetary planning and monitoring of, and reporting on, the execution of the DG's operational and administrative budget, while observing the principles of sound financial management;
- Co-ordinating the DG's document management plan; registering and distributing incoming and outgoing mail.

In addition, DG EMPL has a dedicated Internal Audit Capacity to provide independent, objective assurance and consulting services contributing to improve the effectiveness of the risk management, control and governance processes of the DG.

ABB activity: Administrative support					
Financial resources (€ thousands) in commitment appropriations			Human resources		
Operational expenditure	Administrative expenditure (managed by the service)	Total	Establishment plan posts	Estimates of external personnel (in FTEs)	Total
0	5.119	5.119	95	32	127

The Activity includes the following functions:

Human resource management

Specific objective: "Recruit, train, assess, motivate and retain highly qualified staff so that effective and efficient operation of the DG as well as promotion of equal opportunities within the DG are ensured"	
Indicator: Share of staff having up-to-date objectives <i>Source: BO Sysper 2 - DG EMPL G1</i>	
<i>Baseline (June 2013)</i>	<i>Target (2014)</i>
> 95%	100% (target set by DG HR)
Indicator : Share of female officials in middle management <i>Source: BO Sysper 2 - DG EMPL G1</i>	
<i>Baseline (October 2013)</i>	<i>Target (2014)</i>
27.3%	30% DG EMPL EO Action Plan + DG HR objectives (SEC(2010)1555)
Indicator : Ratio of local overheads <i>Source: BO Sysper 2 - DG EMPL G1</i>	
<i>Baseline (January 2013)</i>	<i>Target (2015)</i>
13.3%	11.4% (2013 family average, i.e. a reduction of about 2pp compared to 2013)

Financial management

In an effort of rationalisation and in view of further increasing effectiveness, DG EMPL completed internal reviews of its structure and processes in 2012 which led to the centralisation of the financial circuits for direct and decentralised management. The first year of implementation brought many challenges and resulted in an increase in payment delays and, combined with a late adoption of the Financing Decision, also led to late implementation of the financial work programme (high level of global commitments).

DG EMPL will focus all efforts on getting back on track to meeting the Commission targets and respect the budget annuality principle. It therefore set interim targets for 2014.

Specific objective: "Plan, perform, monitor and report on the spending of financial resources so that sound financial management is ensured throughout the DG's activities"		
Indicator: Percentage of budget execution (commitments and payments) with respect to budget appropriations <i>Source: ABAC - DG EMPL G2</i>		
<i>Baseline (2013)</i>	<i>Target</i>	
ESF 98.7% in final commitment appropriations (After deduction of EUR 150 million carried over to 2014, the execution is 100%) Internal policies ⁴³ > 95,3 % in final commitment appropriations > 95,2% in final payment appropriations	ESF 100 % Internal policies ⁴³ > 98 % in final commitment appropriations > 98% in final payment appropriations	
Indicator: Timely implementation of financial work programme of the DG (measured as the level of global commitment at year end). <i>Source: internal - DG EMPL G2</i>		
<i>Baseline (2013)</i>	<i>Target (2014)</i>	<i>Target (2015)</i>
26% (ESF technical assistance and internal policies ⁴³)	Max 15%	Max 9% Corresponding to 1 month delay.
Indicator: Percentage of payments handled within regulatory contractual delay <i>Source: ABAC - DG EMPL G2</i>		
<i>Baseline (2013)</i>	<i>Target (2014)</i>	<i>Target (2016)</i>
61% vs FR target	70% vs new (more demanding) FR target	100% vs new (more demanding) FR target

Management of information and communication technologies (ICT)

The "Information technologies" at DG EMPL support the implementation of DG EMPL's mission through a number of operational systems and developing projects.

The DG's major activities and its management and administration are supported by the following main IT services and systems:

- **ABB Activity European Social Fund (ESF)**

The projects *SFC2007* and *SFC2014* support the whole lifecycle of the implementation of the ESF and other shared funds for the periods 2007-2013 and 2014-2020; likewise, *Arachne* will improve the fight against fraud in the same context and as such will reduce the risks related to shared management. The project **WAVE@EMPL** (a customisation of DG REGIO's workflow system) will improve the management of ESF activities by the geographical units.

- **ABB Activity Employment, Social Affairs and Inclusion**

Main projects relate to:

- (1) the development of the new **ESCO** portal linked with the flagship initiative "New Skills for New Jobs" under the EU 2020 Strategy

⁴³ Internal policies include budget lines under chapter 1 "Administrative Expenditure" and chapter 3 "Employment, social affairs and inclusion"

(2) the maintenance, enhancement and continuous development of the EURES portal which must be revised to offer better performance, more functionalities and increased robustness. A new portal **EURES 2020** will be put in place by 2015.

(3) *the development of the EESSI (Electronic Exchange of Social Security Information)* platform which will be an important mean to support the free movement of workers by allowing paperless coordination of social security systems for 32 countries.

In addition, DG EMPL will pursue the **Datawarehouse** project (initiated in 2013) in the area of statistical analysis in the employment and social domains.

- **Administration and management support to improve the efficiency and effectiveness of various management and administrative processes:**

DEFIS is a group of systems to prepare, manage, and evaluate calls for proposals. Through the development of some web-based applications, DG EMPL aims at facilitating the evaluation and budgetary procedure and the publication in in Europa (**PubliGrant**).

AGORA is the system that DG EMPL intends to automate the management of more than 250 meetings per year with external experts in DG EMPL alone. As there is currently no corporate system supporting such processes, DG EMPL took the lead and will develop a system together with 5 other DGs to automatise and increase harmonisation of procedures while decreasing the rate of error and late payment. It will reuse already existing modules and interface with different systems from SCIC, PMO and DG BUDG.

MAPAR is a new system that should help the Audit directorate to prepare and manage on the spot audits. DG REGIO will be using MAPAR and help in its development. MAPAR is earmarked as the preferred on the spot audit management system at Commission level and candidate for a corporate application in 2014.

At DG EMPL, a **digitalisation of financial circuits** was generalised in 2013. This action allowed a quicker treatment of financial files avoiding physical movement of paper files and a quicker check of files, even remotely. Its implementation will be further monitored and improved if required in 2014.

DG EMPL will intervene in the IT governance at EC level by its participation in the ISPMB and High Level Committee on IT. From rationalisation of IT point of view, the DG participates in the IT Domain management of Meetings and Shared fund Coordination Domain. It also participates as contributor in Grant Management domain.

Specific objective: “Define, plan, set up, maintain and develop high quality Information and Communication Technology (ICT) infrastructures, tools and services so that the staff is adequately supported in their operation”	
Indicator: Average monthly availability during working hours of the Intranet and other IT systems managed by DG EMPL <i>Source: DG EMPL Monthly IT availability reports - DG EMPL G4</i>	
<i>Baseline (Jan-Oct 2013)</i>	<i>Target (2014)</i>
Ranged from 99,4% to 100%	Each monthly average > 98%
Indicator: Average monthly availability outside working hours of the Intranet and other IT systems managed by DG EMPL <i>Source: DG EMPL Monthly IT availability reports - DG EMPL G4</i>	
<i>Baseline (Jan-Oct 2013)</i>	<i>Target (2014)</i>
Ranged from 97,8% to 99,9%	Each monthly average > 90% (considering maintenance)
Indicator: Implementation of "Schema Directeur" 2014 <i>Source: internal - DG EMPL G4</i>	
<i>Baseline (2013)</i>	<i>Target</i>
90%	At least 80% of tasks implemented in time ((considering external dependencies)

Document management

The main objective is to improve efficiency of the DG's functioning by optimising and rationalising the internal document flows and process. The focus in 2014 will be on consolidating the use of the ARES system, not only as a central register, but also as a major tool to streamline the management of electronic and paper documents and mail (simplification of circuits, electronic visas, very low probability of loss and acceleration of the document flow). The central register should help to improve the efficiency and quality of the DG's responses and contribute to enhance transparency and citizen's access to documents.

Specific objective: "Put in place and maintain effective document management system so that any document connected with the DG's official functions can be electronically filed, stored and retrieved in any moment irrespective of its original form and the document management system in place"	
Indicator: Timely registration of documents (including mails, requests for access to documents and complaints) in percentage of documents registered J+1 (J = date of reception) <i>Source: Daily check of incoming e-mails, paper mail, registered mail on the basis of the date of reception - DG EMPL G3</i>	
<i>Baseline 2013</i>	<i>Target 2014</i>
100% on time (around 40.000 documents)	100% on time
Indicator: Number of E-domec trainings <i>Source: Training statistics of CAD - DG EMPL G3</i>	
<i>Baseline 2013</i>	<i>Target 2014</i>
10 training sessions	Maintaining the level of previous year

Internal audit

Specific objective: "Assess the compliance, efficiency and effectiveness of the control system in place by assisting the Director General in controlling risks and monitoring compliance; providing an independent and objective opinion on the internal control system; and making recommendations in order to improve the efficiency and effectiveness of operations and to ensure economy in the use of resources".	
Indicator: Share of net working time spent on audit and consulting activities ("assurance"). <i>Source: Internal - DG EMPL 02</i>	
<i>Baseline (2012)</i>	<i>Target</i>
82.4%	Minimum 80%
Indicator: Implementation of risk-based work plan. <i>Source: Internal - DG EMPL 02</i>	
<i>Baseline (2012)</i>	<i>Target</i>
100%	95%

Internal control and risk management

Specific objective: "Implement, maintain and report on an effective and reliable internal control system so that reasonable assurance can be given that resources assigned are used according to the principles of sound financial management; risk of errors in operations is minimised and the control procedures put in place give the necessary guarantees concerning the legality and the regularity of the underlying transactions"	
Risk Management & Internal Control	
Indicator: Participation rate of staff and management in the Annual Survey on ICS effectiveness <i>Source: ICAT survey – DG EMPL G</i>	
<i>Baseline (2013)</i>	<i>Target</i>
90% of managers 90% of sample of 100 staff	95% of managers 95% of sampled staff
Indicator: Number of ICS evaluated with partial or no effectiveness <i>Source: Internal Survey and/or work of internal ICS WG/ - DG EMPL G</i>	
<i>Baseline (2013)</i>	<i>Target 2014</i>
9	5
Legality and regularity	
Indicator: Implementation of ex post audit work plan <i>Source: internal source - Directorate H</i>	
<i>Baseline (2012)</i>	<i>Target (2014)</i>
Direct management and EGF: 100%	Direct management and EGF: 100%

ESF and IPA: 100%	ESF and IPA: 100%
Indicator: Error rates in Annual Control Reports validated by COM <i>Source: internal source - Directorate H</i>	
<i>Baseline (2012)</i>	<i>Target (2015)</i>
73.5 %	80 %
Indicator: % of timely treatment of suspensions/financial correction <i>Source: internal source - Directorate H</i>	
<i>Baseline (2012)</i>	<i>Target (2014)</i>
100%	100%

Anti-Fraud Strategy

Specific objective: "Coordinate the drafting, updating and implementation of the joint strategy on fraud prevention and detection so as to ensure proper mitigation of the risk of fraud and contribute to the protection of EU's financial interests"		
Indicator: Extension for the year 2014 of the Joint Anti-Fraud Strategy (JAFS) 2012-2013 <i>Source: internal source - Directorate H</i>		
<i>Baseline</i>	<i>Target (2014)</i>	
JAFS 2012-2013	Adoption of the extension of the JAFS	
Indicator: Number of operational programmes uploaded and enriched in ARACHNE <i>Source: internal source - Directorate H</i>		
<i>Baseline (2013)</i>	<i>Milestone (2014)</i>	<i>Target (2015)</i>
0	50 %	80 %

Annex 1. Communication strategy

Introduction

Promoting growth and jobs will remain at the heart of the European Commission's corporate communication effort in 2014. EMPL will contribute to the Commission's four corporate communication priorities: Europe for jobs, Europe for fairer recovery, Europe for better quality of life and Europe protects citizens. Financially, EMPL is investing € 2.5 million into the pilot action on "corporate communication" led by DG COMM in 2014.

DG EMPL's own communication efforts will be centred around initiatives for adoption by the legislator before the EP elections, initiatives included in the Commission's 2014 Work Programme, the launch of the new programmes under the 2014-20 MFF, as well as on concrete deliverables related to the implementation of social policy and social protection reforms.

Communication to the general public will emphasise results and implementation, especially in the run-up to the European elections.

Communication more particularly addressing the stakeholders will promote the improvements embedded in the Multiannual Financial Framework 2014-2020, including its relationship with the European Semester and the related debate on deepening the EMU.

Priority items for communication

Employment

Growth is the key to creating more and better jobs and stronger social cohesion. Combating youth unemployment is a key priority: the unacceptably high levels of youth unemployment are having severe social consequences and could have serious long-term implications for the future prospects of those affected and for the dynamism of the European economy. Implementation by the Member States of the Youth Guarantee will be of critical importance in kick-starting job-creation for young people and in improving the transition from school to work.

This requires carrying on communicating on the outcomes of both the Employment package (including the EURES reform) and the Youth Employment package (including the Youth Guarantee, the Quality Framework for Traineeships and the on-going developments on the Alliance for Apprenticeships, as well as Your First EURES Job). EMPL will also communicate on the planned Communication on job creation in the "green economy", which will focus on key economic sectors and on emerging skills developments for a more resource efficient economy. Equally, the Quality Framework for Restructuring will be communicated to relevant stakeholders.

Free movement and mobility

DG EMPL communication will promote the free movement of workers within a genuine EU labour market as a means of improving the economic and employment situation. The Commission has already proposed measures to ensure the better application of EU law on people's right to work in another Member State and so make it easier for people to exercise their rights in practice. The EURES reform will ensure that vacancies can be more easily shared between EURES partners, matching functions will be automated and services to all client groups further enhanced, thereby creating easier conditions for people to find work in another country. Equally, the Decision on Public Employment Services will allow for closer cooperation and strengthened mutual learning and benchmarking among Public Employment Services, thus deepening institutional labour market collaboration.

There will also be communication on the future labour mobility package, which will present recent achievements, revise social security coordination regulations and include an initiative on highly mobile workers, as well as on a series of pending proposals including the above mentioned Decision on enhanced co-operation between Public Employment Services and a Directive on the enforcement of the posting of workers in the framework of the provision of services. There will also be communication activities on social security coordination, in particular with an awareness campaign on the European Health Insurance Card.

Working conditions

In this area, DG EMPL will focus its communication efforts around the new way legislation is drafted and adapt existing legislation to new realities to guarantee favourable working conditions that can attract and retain workers in a safer, healthier and age-friendly work environment. In addition, communication activities will focus on follow-up activities on a possible new policy framework on health and safety at work.

Adequate social protection, social investment and social policy innovation

DG EMPL will communicate on the implementation of the Social Investment Package, which calls for modernising social policies through structural reforms to increase effectiveness and efficiency of social protection and enhance social investment, and of the White Paper on Pensions, which highlights the need to enable and encourage people to stay in work longer and to save more for their retirement.⁴⁴ Within this, there will be a special focus on social policy innovation which is needed to underpin the structural reforms advocated by the Commission through its policy guidance packages.

Confronting poverty, inequality and social exclusion

In 2014 EMPL will also communicate on the fight against poverty through the European Platform Against Poverty and Social Exclusion, the Europe 2020 flagship initiative designed to help EU countries reach the headline target of lifting 20 million people out of poverty and social exclusion. The focus of communication, especially in the EPAP Annual Convention and the regular EU stakeholders' dialogues, will be on the need to develop integrated strategies at country level, to promote wide stakeholders' consultation, participatory approaches and collective responsibility for the poverty target.

Multiannual Financial Framework

A particular priority will be to communicate the new generation of investment programmes supported by the EU's Multiannual Financial Framework 2014-2020. The new MFF programmes - such as the European Social Fund and the related Youth Employment Initiative, the Programme for Employment and Social Innovation, the European Globalization Fund and the Fund for European Aid to the Most Deprived - are designed to support the priorities of Europe 2020. They include a wide range of measures to boost investment, promote employment, develop human capital, promote social inclusion and combat poverty and prioritise reforms with a direct impact on growth and jobs. This also includes measures to promote good governance and efficiency of public administrations. All these programmes hold great potential for communication on topics and stories of direct relevance for the citizen. Moreover, the next generation of cohesion policy programmes will also be geared to supporting the implementation of the country-specific recommendations, making it possible to explain how Europe actively supports agreed reforms and common objectives.

⁴⁴ Roadmaps published on EMPL web pages

European Semester and the Social Dimension of the EMU

Running as a red thread throughout the above-mentioned priorities is the issue of EU economic and social governance, i.e. in practice, the European Semester, which has become a major implementation tool. From year to year, the number of EMPL-related CSRs is increasing significantly. Concrete decisions were taken in 2013 to enhance the social dimension of the European Semester through a scoreboard of employment and social criteria. Media attention paid to the 2013 country-specific recommendations indicates that national public opinions are beginning to perceive the inter-play between EU-level and national politics, in particular when it comes to elaborating each country's annual budget. This new awareness is likely to further increase during the European election campaign, spurred on by the debate launched by the European Commission and the European Council on enhancing the social dimension of EMU. EMPL will build on all this to further citizens' understanding of the governance issue and its relevance to the EMPL policy area.

Conclusion

In this European election year, issues for which DG EMPL is chef de file will be in the forefront. It is significant in this respect that the European Parliament's awareness-raising campaign, to encourage people to go and vote, gives priority to the youth employment issue (especially to the Youth Guarantee). DG EMPL will ensure that the Commission's communication effort in this area is sustained in the run up to the election and well beyond May 2014.

The various initiatives planned in relation to employment and social policy lend themselves very well to a European election year. They raise the fundamental issue of "what social (and economic) model(s) for Europe in the future?" Citizens' debates on such issues will feed into the "out of the box" reflection which will be required for the future College's mandate.

For all these reasons, EMPL looks forward to contributing significantly to the corporate Commission-wide communication effort which is due to take on a new dimension in 2014.

Find out more:

- The website of Commissioner Andor:
http://ec.europa.eu/commission_2010-2014/andor/index_en.htm
- The home page of the Commission's Directorate-General for Employment, Social Affairs and Inclusion:
<http://ec.europa.eu/social/>
- The website of the European Social Fund:
<http://ec.europa.eu/esf>

To subscribe to the 'Social Agenda' magazine or to other publications of DG for Employment, Social Affairs and Inclusion, please fill in the registration form available at: <http://ec.europa.eu/social/main.jsp?catId=740&langId=en>