



State  
Employment Agency  
Republic of Latvia

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**WE STRIVE FOR SUSTAINABLE EMPLOYMENT**

# Operational Strategy of the State Employment Agency of the Republic of Latvia For years 2024 to 2027

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### Abbreviations and explanations used

Agency	State Employment Agency [ <i>Nodarbinātības valsts aģentūra</i> ]
CVVP	Portal for CVs and vacancies – <a href="http://cvvp.nva.gov.lv">cvvp.nva.gov.lv</a>
EU	The European Union
ESF	European Social Fund
EURES	A network of european national employment services, members and partners, whose main task is to provide support to workers and employers who want to take advantage of european labour mobility opportunities – <a href="http://www.eures.europa.eu">www.eures.europa.eu</a> .
European Green Deal	The European Green Deal is one of the priorities of the European Commission. It is a roadmap that will help the European Union's economy become sustainable and turn climate and environmental challenges into opportunities across all sectors of the economy. The European Green Deal will help create growth and green, well-paid jobs. <sup>1</sup>
	The Agency (as a member of the European Network of Public Employment Services) should contribute to the implementation of both the European Green Deal and the United Nations Sustainable Development Goals.
KPI	Key performance indicators
IT	Information technology
ICT	Information and communication technologies

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<sup>1</sup> Environmental Protection – European Green Deal In Latvia

## WHO ARE WE? MISSION, VISION, PRIORITIES, VALUES

**The State Employment Agency** [Nodarbinātības valsts aģentūra] (hereinafter – the Agency, the SEA) is a direct administrative institution under the supervision of the Minister of Welfare of the Republic of Latvia. The minister of welfare exercises supervision over the Agency through the Ministry of Welfare [Labklājības ministrija].

The aim of Agency activities is to implement national policies in the field of unemployment reduction and support for the unemployed, job seekers and persons at risk of unemployment.

The Agency provides a wide range of services to clients and cooperation partners - employers, job seekers, unemployed people and people at risk of unemployment, and others, as well as prepares and provides information on the labour market situation in the country.

## MISSION

We Strive for Sustainable Employment

## VISION

The Agency is the leading institution for recruiting personnel and supporting job search.

## 1<sup>st</sup> PRIORITY

Effective support for employers in recruiting and developing staff

## 2<sup>nd</sup> PRIORITY

Personalized support for effective career development

## 3<sup>rd</sup> PRIORITY

Promoting a motivating work environment

## VALUES

### PROFESSIONALISM

We are goal- and customer-oriented

We maintain and develop the competencies, skills and knowledge necessary for work

We plan our work to achieve the most efficient result

### COOPERATION

We actively and effectively cooperate with customers and partners

We communicate clearly

We are open, approachable, respectful and kind

### RESPONSIBILITY

We take responsibility for decisions

We set realistic goals

We manage the resources available to us efficiently

### INNOVATIONS

We are regularly looking for new solutions for service development

We are open to change

We actively acquire new knowledge and apply it

## TARGET GROUPS, THEIR INTERESTS

TARGET GROUPS		INTERESTS
<b>UNEMPLOYED and JOB SEEKERS</b>		<ul style="list-style-type: none"> <li>▪ Employment, increasing competitiveness, improving skills</li> </ul>
<b>PERSONS AT RISK OF UNEMPLOYMENT</b>		<ul style="list-style-type: none"> <li>▪ Employment, increasing competitiveness, improving skills</li> <li>▪ Support in the event of collective redundancies</li> </ul>
<b>EMPLOYERS</b>		<ul style="list-style-type: none"> <li>▪ Employee recruitment and training</li> </ul>
<b>STRATEGIC COOPERATION PARTNERS</b>	State and local government institutions, including social services	<ul style="list-style-type: none"> <li>▪ Employment promotion, human capital development</li> </ul>
	Employers' organizations	<ul style="list-style-type: none"> <li>▪ Labour availability, business and industry development</li> </ul>
	Educational institutions and educational platforms	<ul style="list-style-type: none"> <li>▪ Provide services to improve the skills of residents and increase their competitiveness</li> </ul>
	Non-governmental organizations	<ul style="list-style-type: none"> <li>▪ Representing the interests of our own target group</li> </ul>
	Embassies of the Republic of Latvia and diaspora organizations of Latvian citizens abroad	<ul style="list-style-type: none"> <li>▪ Situation in the Latvian labour market and support for re-emigration</li> </ul>
	International partners - European Network of Public Employment Services, International Network of Public Employment Services and others	<ul style="list-style-type: none"> <li>▪ Exchange of information and experience between employment services</li> <li>▪ Partnerships for controlled recruitment of foreign labour</li> </ul>
<b>CITIZENS OF LATVIA ABROAD</b>		<ul style="list-style-type: none"> <li>▪ Situation in the Latvian labour market and support for re-emigration</li> </ul>
<b>BUSINESSMEN AND MERCHANTS – EMPLOYMENT SERVICE PROVIDERS</b>		<ul style="list-style-type: none"> <li>▪ Obtaining a license to provide employment services</li> </ul>
<b>MASS MEDIA</b>		<ul style="list-style-type: none"> <li>▪ Informing the public about the Agency, its services and performance results</li> </ul>
<b>AGENCY STAFF</b>		<ul style="list-style-type: none"> <li>▪ Work for the good of society</li> <li>▪ Qualification development, skills development</li> <li>▪ Safe and modern working environment</li> </ul>

## GOAL MAP

### MISSION

**We strive for sustainable employment**

### VISION

**The Agency is the leading institution for recruiting personnel and supporting job search**

### VALUES

**Professionalism  
Cooperation  
Responsibility  
Innovations**

## PRIORITIES

## GOALS

**1**

**Effective support for employers in recruiting and developing staff**

- 1.1. Implement innovative digital solutions to improve the CV and vacancy portal for a more convenient and efficient personnel selection process
- 1.2. Increase the availability of individual support for employers in personnel selection
- 1.3. Provide support to employers for staff training
- 1.4. Promote employer awareness by increasing engagement in the use of the Agency's services

**2**

**Personalized support for effective career development**

- 2.1. Provide clients with individualized support and a consistent range of services for sustainable employment
- 2.2. Develop and digitalize career services
- 2.3. Promote equal opportunities
- 2.4. Engage customers in achieving Europe's digital and Green Deal goals

**3**

**Promoting a motivating work environment**

- 3.1. Strengthen the Agency's image
- 3.2. Strengthen the Agency's performance, employees are professionals in their field
- 3.3. Implement innovative digital solutions for the Agency's work management
- 3.4. Improve the working environment
- 3.5. Increase employee satisfaction with work at the Agency
- 3.6. Involve Agency staff in achieving Europe's Digital and Green Deal goals

## **PRIORITIES AND GOALS**

Agency's operational strategy for 2024 – 2027 sets 3 priorities, for the implementation of which corresponding objectives have been set:

### **1<sup>st</sup> PRIORITY**

#### **EFFECTIVE SUPPORT FOR EMPLOYERS IN RECRUITING AND DEVELOPING STAFF**

One of the most important needs of employers is the attraction and development of personnel, for which the Agency will continue to provide support, setting the following goals:

##### **1.1. Implement innovative digital solutions to improve the CV and vacancy portal for a more convenient and efficient personnel selection process**

The Agency maintains the most extensive CV and vacancy database in Latvia, and will modernize the portal and expand self-service functionality for more convenient and efficient use by its users.

##### **1.2. Increase the availability of individual support for employers in personnel selection**

In order to ensure more effective support for employers in filling vacancies, the Agency will improve the availability of personnel recruitment services.

##### **1.3. Provide support to employers for staff training**

The Agency will continue to provide employers with the opportunity to prepare the necessary employees through training, as well as offer lifelong learning opportunities to already employed individuals.

##### **1.4. Promote employer awareness by increasing engagement in the use of the Agency's services**

The Agency will continue active cooperation with employers through its extensive branch network, and will continue to organize information events and discussions about the Agency's services and labour market trends.

The Agency will also continue customer and partner satisfaction surveys in order to be able to improve its services based on the results and conclusions of the surveys.

## **2<sup>nd</sup> PRIORITY**

### **PERSONALIZED SUPPORT FOR EFFECTIVE CAREER DEVELOPMENT**

By receiving personalized support, the Agency's clients have the opportunity to realize their potential and receive support to improve their situation in the labour market and achieve their career goals. The Agency has set the following objectives for the implementation of this priority:

#### **2.1. Provide individualized support to clients and a consistent range of services for sustainable employment**

The Agency will improve and digitalize the profiling system for the unemployed in order to more accurately determine the capabilities and needs of clients and plan the necessary support measures more effectively.

#### **2.2. Develop and digitalize career services**

Increasing the availability of career counselling for everyone is essential for effectively matching labour market demand and supply. The Agency will improve and digitalize career services to promote both client self-determination and streamline career counselling.

#### **2.3. Promote equality of opportunity**

In promoting equal opportunities, the Agency is co-responsible for the implementation of the tasks of Action Line 3 "Inclusive labour market for all and quality jobs, supporting long-term participation in the labour market" of the Social Protection and Labour Market Policy Guidelines 2021–2027<sup>2</sup>. The Agency will continue to implement measures to promote sustainable employment of persons with disabilities, the Agency will inform about support for opportunities to acquire skills in demand in the labour market and will involve target groups in a disadvantaged situation in the labour market, including persons with an insufficient level of education, in training. The Agency will implement preventive measures to reduce long-term unemployment through local partnerships and cooperation mechanisms.

#### **2.4. Engage customers in achieving Europe's digital and Green Deal goals**

In cooperation with educational institutions, the Agency will provide clients with training and retraining opportunities for acquiring digital and "green professions and skills" in line with labour market needs.

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<sup>2</sup> Cabinet of Ministers Order no. 616 of September 1, 2021 "On the Guidelines for Social Protection and Labour Market Policy for 2021- 2027"

### **3<sup>rd</sup> PRIORITY**

## **PROMOTING A MOTIVATING WORK ENVIRONMENT**

A motivating work environment at the Agency promotes a positive attitude among employees, expresses our established values – **professionalism, cooperation, responsibility, innovations**, and also promotes customer satisfaction. Such an environment helps achieve common goals and improves the quality of the Agency's services. In order to create a motivating working environment for the Agency, the following goals have been set:

### **3.1. Strengthen the Agency's image**

In order to strengthen the Agency's image, name, public trust, and expand the awareness of clients and cooperation partners, targeted communication activities will be implemented. In order to create an open, modern environment accessible to every target group of the Agency, it is planned to establish a Job Search Support Centre (or Career Centre), where various Agency events will be organized.

### **3.2. Strengthen the Agency's performance, employees are professionals in their field**

The basis for strengthening the Agency's capacity is professional staff who are able to effectively manage and implement measures for the needs of the labour market. In order to promote the professionalism and personal growth of employees, and attract new specialists to work at the Agency, the Agency will improve the assessment of employees' competencies, skills and performance and the provision of qualification measures. In turn, following the trends regarding the adoption and development of an innovation approach in public administration<sup>3</sup>, the Agency plans to promote design thinking and innovation in everyday work.

### **3.3. Implement innovative digital solutions for the Agency's work improvement**

The Agency will continue to implement measures to promote digitalization by improving the information system "Unemployed Persons Registration and Registered Vacancies Information System" and other systems used in the work.

### **3.4. Improve the working environment**

Improvements in the work environment have a positive impact on the well-being of employees and the efficiency of the institution. In order to promote the efficiency of the agency's work, the ongoing improvements to the work environment will be continued, including the possibility of working remotely or offering flexible working hours, improving IT systems, and promoting an environment in which employees feel supported and are encouraged to develop.

### **3.5. Increase employee satisfaction with work at the Agency**

The key aspects in implementing the priorities set by the Agency are the opportunity for employees to participate in the Agency's decision-making process, job satisfaction and a sense of belonging to the Agency, as they influence employee turnover, motivation and the development of the institution. In order to study these aspects, the Agency will continue to conduct regular employee surveys, analyse the results, and take measures to improve employee satisfaction with their work at the Agency.

### **3.6. Involve Agency staff in achieving Europe's Digital and Green Deal goals**

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<sup>3</sup> Project "Promoting Innovation Capacity of the Latvian Public Sector", Summary, OECD, 2023 - <https://www.oecd.org/gov/innovative-government/building-the-innovative-capacity-of-the-public-sector-of-latvia-highlights-2023.pdf>

The Agency plans to respond to the call of the State Audit Office [*Valsts kontrole*] of the Republic of Latvia<sup>4</sup> for institutions to assess their opportunities to address sustainability issues. By involving the Agency's employees, we plan to evaluate the possibility of developing and implementing the Agency's Greening Plan within the strategy period.

To improve the knowledge and competences of the Agency's employees regarding the involvement of target groups in the implementation of the European Digital and Green Deal, an exchange of experience with other national and foreign institutions is planned.

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<sup>4</sup> The State Audit Office's greening plan for 2022 – 2025 – <https://www.lrvk.gov.lv/lv/par-mums/valsts-kontrole/zalinasanas-plans-2022-2025>

## STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ The opportunity to influence the overall development of state policy in the field of employment.</li> <li>▪ A clear and understandable strategy for employees<sup>5</sup>.</li> <li>▪ Process management has been established, based on the main principles of quality management (the quality management system covers all services provided by the Agency).</li> <li>▪ Regional customer service points.</li> <li>▪ Diversity of communication channels with the public.</li> <li>▪ Professional, collaborative employees<sup>6</sup>.</li> <li>▪ Ability to quickly adapt services and processes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintaining employee motivation. Limited financial opportunities to motivate employees, which would promote employees' interest in improving the quality and efficiency of their work.</li> <li>▪ Internal communication for the full involvement of all employees.</li> <li>▪ Insufficient digitalization, usability of CVVP and ease of use for the customer.</li> <li>▪ Data exchange opportunities with information systems of other state institutions have been underutilized.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ To implement a systemic approach to quality culture throughout the institution, ensuring and promoting employee understanding of quality as a value.</li> <li>▪ Implement measurable KPIs.</li> <li>▪ Promote employee initiative and involvement in process improvement.</li> <li>▪ Promote mutual learning, exchange of experience and adoption of good practices between the Agency's structural units.</li> <li>▪ To improve services, structure customer surveys, create an opportunity for the customer to evaluate the consultation immediately after receiving it, and provide the employee with the opportunity to see customer ratings.</li> <li>▪ Increase employee motivation and satisfaction with work at the Agency in order to retain qualified employees.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Personnel variability</li> <li>▪ Limited availability of funding for the implementation of active employment and preventive unemployment reduction measures.</li> <li>▪ Employee reluctance to implement changes.</li> <li>▪ Political influence in decision-making/lack of political support.</li> <li>▪ Limited recruitment and availability of qualified IT experts, which may negatively impact the efficiency of overall functions.</li> </ul>

<sup>5</sup> The Agency's operational strategy for 2021 – 2023 and the evaluation of the employee questionnaire results

<sup>6</sup> Agency Information Report "Customer Satisfaction Survey", 2022 - <https://www.nva.gov.lv/lv/jaunums/apkopoti-nva-klientu-aptaujas-rezultati-0>

## RISKS AND THE PREVENTION THEREOF

RISKS	RISK PREVENTION
Geopolitical influence	<ul style="list-style-type: none"> <li>▪ Managing a stable and effective Agency, maintaining unity and the ability to fulfil its responsibilities during a crisis.</li> </ul>
Cyber-security threats	<ul style="list-style-type: none"> <li>▪ Maintenance and development of the ICT security system, cooperation with CERT and other security institutions.</li> <li>▪ Timely planning of effective and economical solutions.</li> <li>▪ Implementation of innovations (digitalization, process optimization).</li> <li>▪ Regular employee training and knowledge development on ICT security issues.</li> </ul>
Unpredictable and frequent changes in regulations	<ul style="list-style-type: none"> <li>▪ Analysis of the causes and consequences of changes in regulatory enactments.</li> <li>▪ Involvement of all stakeholders in developing a common understanding and solutions regarding changes in regulatory enactments, including the application of transitional provisions.</li> <li>▪ The impact of changes in regulatory enactments on the achievement of the Agency's strategic goals has been assessed.</li> </ul>
Risks of reputation/goodwill	<ul style="list-style-type: none"> <li>▪ The Agency's communication has been strengthened to explain positive and negative situations to the public.</li> <li>▪ Training for employees on corruption risks, ethics issues and other topics.</li> </ul>
Lack of industry specialists in the labour market	<ul style="list-style-type: none"> <li>▪ Competitive salary and non-monetary incentives offered.</li> <li>▪ Building the agency's image by promoting the choice of potential employees in favour of working in public administration.</li> </ul>

**KEY PERFORMANCE INDICATORS, RESULTS TO BE ACHIEVED\***

Strategy priority	Goal	Key performance indicator	Goal to be achieved			
			2024	2025	2026	2027
<b>1. Effective support for employers in recruiting and developing staff</b>	1.1. Implement innovative digital solutions to improve the CV and vacancy portal for a more convenient and efficient personnel selection process	1.1.1. Vacancies registered with the Agency out of all vacancies in the country**	>=90%	>=90%	-	-
		1.1.2. The proportion of the number of advertisements of employers registered in CVVP to the total number	>=70%	>=75%	-	-
		1.1.3. The proportion of the number of advertisements of employers registered with the CVVP to the total number (excluding advertisements for which an opinion on the need to attract foreign labour is requested)	-	-	>=80%	>=85%
	1.2. Increase the availability of individual support for employers in personnel selection	1.2.1. Proportion of long-term (3 months) unfilled vacancies out of all vacancies	<=40%	<=37%	<=34%	<=30%
		1.2.2. Number of selections carried out	>=30%	>=30%	-	-
		1.2.3. Number of selections made (excluding advertisements for which an opinion on the need to attract foreign labour was requested)	-	-	>=30%	>=30%
	1.4. Promote employer awareness by increasing engagement in the use of the Agency's services	1.4.1. Employers' satisfaction with the performance of the Agency's employees (employee performance)	>=80%	>=80%	>=80%	>=80%
		1.4.2. Proportion of new employers engaging in the use of the Agency's services out of all employers who have used the Agency's services	>=35%	>=35%	-	-
		1.4.3. Increase in the number of employers engaging in the use of the Agency's services compared to the previous year	-	-	>=5%	>=5%
	<b>2. Personalized support for effective career development</b>	2.1. Provide clients with individualized support and a consistent range of services for sustainable employment	2.1.1. Satisfaction of unemployed and job seekers	>=80%	>=80%	>=80%
2.1.2. The proportion of the number of applications for unemployment status registered with the CVVP to the total number			>=65%	>=67%	>=70%	>=75%
2.1.3. Proportion of unemployed people who have found work out of all registered unemployed people			>=40%	>=40%	-	-

Strategy priority	Goal	Key performance indicator	Goal to be achieved			
			2024	2025	2026	2027
		2.1.3. <sup>1</sup> Proportion of unemployed people who have found work out of the total number of people who have lost their unemployment status	-	-	>=60%	>=60%
		2.1.4. Average duration of unemployment of registered unemployed people who found work (number of days, measured by median)	<=120	<=115	<=110	<=105
		2.1.5. Average duration of unemployment of registered unemployed (number of days, measured by median, at the end of the period)	<=125	<=120	<=115	<=110
		2.1.6. Participation rate of unemployed, job seekers and persons at risk of unemployment with insufficient educational level in education (% of the total number of participants in training activities)	>=32%	>=33%	>=34%	>=36%
		2.1.6. <sup>1</sup> Participation rate of unemployed and job seekers with insufficient educational level in education (% of the total number of unemployed and job seekers in training activities)	-	-	>=35%	>=37%
		2.1.7. Employment of unemployed and job seekers with insufficient educational level who are engaged in education within 6 months	>=40%	>=40%	>=40%	>=40%
		2.1.8. Participation rate of participants with low educational level in continuing professional and life-long education	>=51%	>=52%	>=54%	>=57%
		2.1.9. Employment within 6 months after continuing professional education in the profession	>=45%	>=45%	>=45%	>=45%
		2.1.10. Employment within 3 months after continuing professional education in the profession	>=38%	>=38%	>=38%	>=38%
		2.3. Promote equality of opportunity	2.3.1. Average duration of unemployment of registered unemployed with disabilities (number of days, measured by median, at the end of the period)	<=240	<=220	<=220
2.3.2. Proportion of unemployed people with disabilities employed out of the number of unemployed people with disabilities per year, %	>=30%		>=30%	-	-	

Strategy priority	Goal	Key performance indicator	Goal to be achieved			
			2024	2025	2026	2027
		2.3.2. <sup>1</sup> Proportion of unemployed people with disabilities who have found work out of the total number of people who have lost their unemployed status	-	-	>=40%	>=40%
		2.3.3. Share of registered long-term unemployed in the total number of unemployed, %	<=13%	<=13%	<=13%	<=13%
	2.4. Engage customers in achieving Europe's digital and Green Deal goals	2.4.1. Sustainable employment for clients who lost their status due to finding work (have not re-acquired unemployed status within 6 months of establishing employment)	>=90%	>=90%	>=90%	>=90%
<b>3. Promoting a motivating work environment</b>	3.2. Strengthen the Agency's performance, Agency employees are professionals in their field	3.2.1. Satisfaction of unemployed, job seekers and employers with employee performance and service	>=80%	>=80%	-	-
	3.5. Increase employee satisfaction with work at the Agency	3.5.1. Employee satisfaction with work at the Agency	>=60%	>=70%	>=80%	>=80%
		3.5.2. Level of staff turnover to be avoided (%)	<=14%	<=14%	<=13%	<=13%

**Performance of indicators is summarized quarterly:**

Performance of the indicator is also viewed by each branch of the organisation.

The performance of the indicator is viewed at a national/country level.

\* Amended by Order No. 1.1-1/68 of the State Employment Agency of 10 March 2026.

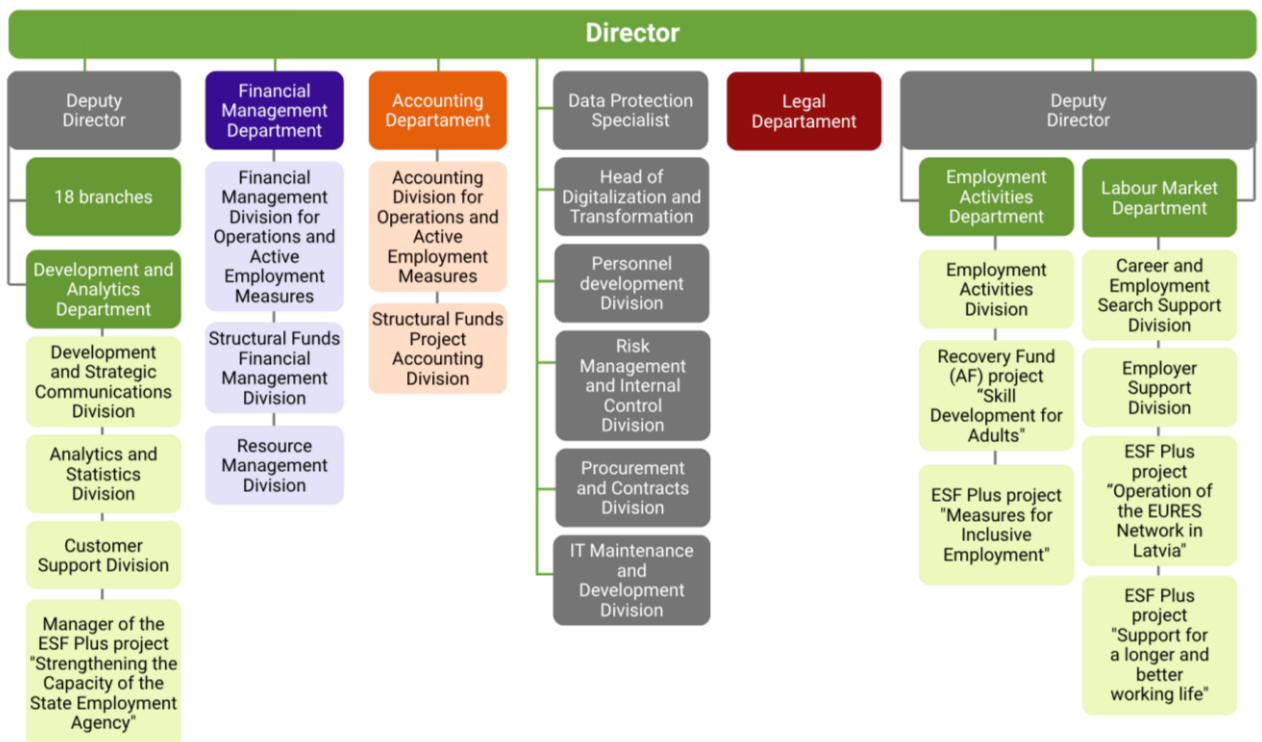
\*\*[CSB \(Central Statistical Bureau\) data on job vacancies](#)

## ANALYSIS OF AVAILABLE RESOURCES

### HUMAN RESOURCES

The agency employs 539 employees, whose average age is 48 years, the youngest employee is 22 years old, the oldest is 76 years old. The three most represented positions in the Agency are employment agent (159 employees), project coordinator (73 employees) and employment organizer (63 employees). (Agency data as of 01.01.2024)

#### Organizational structure of the Agency as of 01.04.2026



## FINANCIAL RESOURCES

### Planned funding for the implementation of basic functions

No.	Program/Subprogram name	2024, EUR (budget base)	2025, EUR (budget base)	2026, EUR (budget base)
<b>07.01.00</b>	<b>Ensuring the operation of the State Employment Agency, incl.</b>	<b>8,627,342</b>	<b>8,707,425</b>	<b>8,680,110</b>
	remuneration	6,941,914	7,021,997	7,135,546
	international cooperation	6,500	6,500	6,500
	capital expenditure	140,864	140,864	140,864
<b>04.02.00</b>	<b>Specific employment budget, incl.</b>	<b>9,236,892</b>	<b>9,236,892</b>	<b>9,236,892</b>
	administrative expenses for the provision of core functions	1,622,650	1,622,650	1,622,650
	implementation of active employment measures	7,614,242	7,614,242	7,614,242
<b>04.00.00</b>	<b>State support to social security, incl.</b>	<b>83,588</b>	<b>59,820</b>	<b>59,820</b>
	aid for persons performing temporary occupation in the public services (for pension insurance)	83,588	59,820	59,820

To implement the Agency's goals, in addition to the funding planned in the state budget for ensuring the Agency's operations and the special employment budget, we will use the Recovery Fund's (AF) funding and state budget co-financing for the implementation of the project No. 3.1.2.5.i.0/1/23/I/CFLA/001 "Skills development for adults"<sup>7</sup>, as well as European Social Fund Plus funding and state budget co-financing for the following specific support objective 4.3.3 of the European Union Cohesion Policy Programme 2021 - 2027 "Improving access to employment and activation measures for all jobseekers, in particular young people - in particular through the Youth Guarantee -, the long-term unemployed and groups at a disadvantage in the labour market, and the economically inactive, as well as promoting self-employment and the social economy" for the implementation of measures:

- 4.3.3.1. Measure "Improving the qualifications and skills of the unemployed, job seekers and persons at risk of unemployment";
- 4.3.3.2. Measure "Promoting the integration of disadvantaged unemployed and economically inactive people into the labour market";
- 4.3.3.4. Measure "Ensuring the operation of the EURES network in Latvia";
- 4.3.3.5. Measure "Promoting longer and better working lives";
- 4.3.3.6. Measure "Strengthening the capacity of the State Employment Agency and modernizing its services".

<sup>7</sup> European Union Recovery and Resilience Facility Plan 3.1. Reforms and investments "Regional policy" 3.1.2. Reforms "Access to social and employment services in support of the minimum income reform" 3.1.2.5.i. Investments "Inclusion of the unemployed, job seekers and people at risk of unemployment in the labour market"

**Planned EU funding for 2023 to 2029**

<b>Planned EU fund projects for 2023 to 2029</b>	<b>Scheduled start time</b>	<b>Planned funding for the implementation of the project, EUR</b>	<b>Planned positions</b>	<b>Project implementation period</b>
<b>European Recovery and Resilience Facility</b> project "Skills development for adults"	2023, quarter IV	30 153 584	68	2023-2026
ESF Plus project "Measures for Inclusive Employment"	2023, quarter IV	65 220 765 (incl. flexibility funding 14 000 000)	63	2023-2029
ESF Plus project "Strengthening the capacity of the State Employment Agency"	2023, quarter IV	8 000 000	8	2023-2028
ESF Plus projects measure 4.3.3.4. Ensuring the operation of the EURES network in Latvia	2024, quarter I	1 485 000	7	2024-2029
ESF Plus project "Promoting longer and better working lives"	2024, quarter I	12 852 385	16	2024-2028
ESF Plus projects measure 4.3.3.1. Improving the qualifications and skills of the unemployed, job seekers and persons at risk of unemployment	2026, 1 <sup>st</sup> half year	47 850 000 (incl. flexibility funding 33 850 000)	68	2026-2029
Total planned for new EU fund projects in the 2023-2029 period, EUR		<b>165 561 734</b> (incl. flexibility funding 33 850 000)	162	2023-2029

## **EXTERNAL DOCUMENTS SETTING OUT POLICY OBJECTIVES BINDING ON THE AGENCY**

1. Government action plan.
2. National development plan of Latvia for years 2021 – 2027
3. Latvia's sustainable development strategy until 2030 (LATVIA 2030)
4. Operational strategy of the Ministry of Welfare.
5. Cabinet of Ministers Order No. 616 of September 1, 2021 "On the Guidelines for Social Protection and Labour Market Policy for 2021 – 2027" (The Agency as a co-responsible institution).
6. The July 7, 2021 Cabinet of Ministers [Ministru kabinets] order No. 490 "On the Digital Transformation Guidelines for the years 2021 – 2027" (The Agency as a co-responsible institution).
7. Latvian Design Strategy for 2022 – 2027
8. Human capital development strategy for 2024 – 2027 (under development).
9. European PES Network Strategy 2030.
10. Council Decision (EU) 2023/2528 (Year 2023, October 9) on guidelines for the employment policies of the Member States.
11. Service Environment Improvement Plan for 2024–2027 (under development).
12. Other documents.