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European Institute for Gender Equality 2022-2024 Single Programming Document

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Foreword

The European Institute for Gender Equality (EIGE) upholds its reputation as the knowledge centre for gender equality in the European Union. Policymakers across Europe continue to rely on EIGE's expert knowledge and resources to inform decision-making. EIGE's data and evidence are essential to help Europe's leaders design measures that are inclusive and promote gender equality in all areas of life, especially as we navigate our way out of the COVID-19 pandemic.

For the first time, EIGE will adopt a new approach to its work programme and focus its research on three priority topics during the planning period. These reflect the Commission's Political Guidelines and the priorities of the EU Gender Equality Strategy 2020 – 2025. They include gender-based violence, an economy that works for people and the European Green Deal.

EIGE will continue supporting the Presidencies of the Council of the European Union to monitor the EU's international gender equality commitments. EIGE will tackle the socio-economic consequences of the COVID-19 pandemic, which have affected the lives of all EU citizens and created new challenges for gender equality. EIGE's Gender Equality Index, which has become the EU's benchmarking and monitoring tool for gender equality, will take an in-depth look at some of these repercussions, including the effects on work-life balance.

EIGE's work on gender mainstreaming will focus on developing practical resources and tools to help policymakers integrate a gender perspective in all policy areas, at any stage of the policy-making cycle. Work will begin on developing a gender-responsive monitoring and evaluation tool. EIGE will continue to provide the EU with the latest sex-disaggregated data and gender statistics for a range of policy areas through its Gender Statistics Database.

Over the years, EIGE has established itself as a primary source of information and tools to support the EU Member States with their response to violence against women. EIGE will continue its work to collect comparable data on gender based violence, including on intimate partner violence and on femicide. With growing concern for digital forms of violence, EIGE will also improve comparability of data on cyber violence across the EU.

EIGE will keep spreading the message of gender equality throughout Europe and beyond by communicating research findings in a way that is clear, timely and most useful for policymakers.

I believe that this work programme will deliver the necessary data and evidence for policy and decision makers in Europe to ensure a more gender-equal society that benefits everyone.

Carlien Scheele
Director

European Institute for Gender Equality (EIGE)

List of Acronyms

ABAC	accrual-based accounting system used by EIGE
BPfA	Beijing Platform for Action
CA	contract agent
CAAR	consolidated annual activity report
COVID-19	coronavirus (COVID-19) pandemic
DPO	data-protection officer (EIGE)
ECA	European Court of Auditors
EDPS	European Data Protection Supervisor
EESC	European Economic and Social Committee
EF	Experts' Forum
EIGE	European Institute for Gender Equality
EP	European Parliament
EPSCO	Employment, Social Policy, Health and Consumer Affairs Council configuration of the Council of the European Union
EU	European Union
EWL	European Women's Lobby
FEMM	European Parliament Committee on Women's Rights and Gender Equality
FR	financial regulation
FGM	female genital mutilation
FR	financial rules
FRA	European Union Agency for Fundamental Rights
Frontex	European Border and Coast Guard Agency
FTE	full time equivalent
FWC	framework contract
GBV	gender-based violence
GM	gender mainstreaming
Grevio	Group of Experts on Action against Violence against Women and Domestic Violence
HR	human resources
IAS	Internal Audit Service
ICS	internal control standards
ICT	information and communications technology
IPA	Instrument for Pre-Accession Assistance
IPV	intimate-partner violence
ISO	International Organisation for Standardisation
JHA	Justice and Home Affairs
JRC	Joint Research Centre
KPI	key performance indicator
MB	Management Board
MFF	multiannual financial framework
MS	European Union Member State
OJ	<i>Official Journal of the European Union</i>
OLAF	European Anti-Fraud Office
OSCE	Organisation for Security and Cooperation in Europe
PIA	Privacy impact assessment
PLO	project-led organisation

PMT	project-management tool
RDC	Resource and Documentation Centre (EIGE)
SDG	sustainable development goal (UN)
SNE	seconded national expert (also, <i>expert national détaché (END)</i>)
SPD	single programming document
SR	staff regulations
STEM	science, technology, engineering and maths
TA	temporary agent
ToR	Terms of Reference
UN	United Nations
UNFPA	United Nations Population Fund
WG	working group
WHO	World Health Organisation
WLB	work-life balance
WMID	women and men in decision-making (EIGE database)

Language codes (ISO codes)

bg	Bulgarian
cs	Czech
da	Danish
de	German
el	Greek
en	English
es	Spanish
et	Estonian
fi	Finnish
fr	French
ga	Irish
hr	Croatian
hu	Hungarian
it	Italian
lt	Lithuanian
lv	Latvian
mt	Maltese
nl	Dutch
pl	Polish
pt	Portuguese
ro	Romanian
sk	Slovak
sl	Slovenian
sv	Swedish

Mission statement

Gender equality is a fundamental value of the European Union. It is enshrined in the Treaties (Articles 2 and 3(3) of the Treaty on European Union (TEU) and Article 8 of the Treaty on the Functioning of the European Union (TFEU)) as well as the Charter of Fundamental Rights of the European Union (2009). Article 23 of the Charter states that - "Equality between women and men must be ensured in all areas, including employment, work and pay. The principle of equality shall not prevent the maintenance or adoption of measures providing for specific advantages in favour of the under-represented sex."

Striving for gender equality means to ensure that all individuals have the possibility to realise their full potential regardless of their gender. This implies not solely focusing on equality of outcomes, but also on equal dignity and integrity. Article 3(2) TEU requires the Union to combat social exclusion and discrimination and to promote equality between women and men and thus ensure the integration of the dimension of equality between women and men in all Union policies.

To support the EU in "making equality between women and men a reality for all Europeans and beyond" the European Institute for Gender Equality (EIGE) was established by the European Parliament and the Council and is the only European Union agency focusing solely on gender equality.

EIGE's mandate and objectives are set out in its founding regulation 1922/2006 on establishing a European Institute for Gender Equality. The founding regulation states that: "The overall objectives of the Institute shall be to contribute to and strengthen the promotion of gender equality, including gender mainstreaming in all Community policies and the resulting national policies, and the fight against discrimination based on sex, and to raise EU citizens' awareness of gender equality by providing technical assistance to the Community institutions, in particular the Commission, and the authorities of the Member States as set out in Article 3".

Article 3 outlines EIGE's tasks as follows:

- collect, analyse and disseminate information;
- develop methods to improve data;
- develop methodological tools to support gender mainstreaming;
- carry out surveys;
- set up and coordinate a European Network on Gender Equality;
- organise meetings of experts and meetings with other relevant stakeholders at European level;
- disseminate information and develop dialogue and cooperation with relevant Institutions at national and European level;
- set up documentation resources accessible to the public;
- make information available to public and private organisations and provide information to the Community Institutions.

The Institute's mission is:

To be the European knowledge centre on gender equality

Section I- General context

Gender equality is a fundamental value and a key goal of the European Union. The elimination of inequalities between women and men is essential for the creation of a stronger, fairer and more inclusive Europe. The EU and Member States' policies recognise gender equality as a backbone of economic and social well-being and a pre-requisite for more inclusive societies. The policies that will guide EIGE's work during the programming period 2022-2024 re-affirm policy attention to gender equality and the EU's strive towards more gender sensitive gains.

1 Policy context

The European Council's '**A new strategic agenda 2019-2024**' sets out the priority areas that steer the work of the European Council and provide guidance for the work programmes of other EU institutions, including EIGE. The agenda focuses on protecting citizens and freedoms, developing a strong and vibrant economic base, building a climate-neutral, green, fair and social Europe and promoting European interests and values on the global stage. These areas have a direct link to impacts on gender equality. For example, gender equality is one of the core "pillars" of the European Pillar of Social Rights, which the Agenda aims to implement at both the EU and the Member State level. Furthermore, the European Pillar of Social Rights Action plan endorsed at the Porto Social Summit in 2021 lists concrete actions on how to achieve this and also proposes headline targets to be reached by 2030. Among the objectives the Action Plan strives to at least halve the gender employment gap compared to 2019. For improving equal opportunities, the revised Social Scoreboard of the Action Plan lists a headline indicator of gender employment gap and secondary indicators of gender gaps in part-time employment and in pay.

The **Commission's Political Guidelines** in the current mandate (started in 2019) reflect the priorities of the European Council's Strategic Agenda for 2019-2024 and those of the European Parliament. They focus around six ambitions:

1. A European Green Deal;
2. An economy that works for people;
3. A Europe fit for the digital age;
4. Promoting our European way of life;
5. A stronger Europe in the world;
6. A new push for European democracy.

In 2020, the Commission put forward the **Gender Equality Strategy 2020-2025** - one of their initiatives and strategies to ensure delivery on ambitions such as "A stronger Europe in the world" and "A new push for European democracy". The strategy sets out a vision, policy objectives and actions to make concrete progress on gender equality and commits to ensure that the Commission will include a gender equality perspective in all EU policy areas.

The Gender Equality Strategy 2020-2025 takes on a dual approach to combine gender mainstreaming with specific targeted actions in achieving gender equality. The document highlights an intersectional perspective in its implementation, amongst others noting on the EU's commitment to the UN Convention on the Rights of Persons with Disabilities. In addition, the Gender Equality Strategy 2020-2025 and the revised Social Scoreboard refer to the **Sustainable Development Goals** (SDG), building on SDG 5 as a standalone goal for gender equality. As a tool to

ensure coherence across different areas of work, the Gender Equality Strategy 2020-2025 has established an Equality Task Force. The aim is to ensure gender mainstreaming at operational and technical levels, and to bring together representatives of all Commission services and of the European External Action Service. Furthermore, the EU's Action Plan on Gender Equality and Women's Empowerment in External Relations 2020–2025 (GAP III) draws from the EU gender equality strategy 2020-2025 and aims to accelerate progress on empowering women and girls, and safeguard gains made on gender equality during the 25 years since the adoption of the Beijing Declaration and its Platform for Action.

The EU Gender Equality Strategy 2020-2025 is the main reference for the EU gender equality priorities in the coming years. It will guide EIGE in focusing its work during 2022-2024 and support the EU in achieving its gender equality objectives. In line with its founding regulation, EIGE will continue collecting data and providing research, developing tools for gender mainstreaming, and communicating results of its work and policy recommendations, as regards gender equality. The Strategy outlines a collective responsibility for gender equality by the EU institutions and notes the added value and expectations towards EIGE's work: *"EIGE will also provide data and research to feed into the evidence-based policy-making of EU institutions and Member States."*

2 Key partners

By providing targeted input and support to its key stakeholders, EIGE will contribute to evidence-based decision-making in the area of gender equality. Through continuous dialogue and cooperation initiatives with policymakers responsible for gender equality, EIGE aims to ensure that its work is in line with the policy needs of EU institutions and Member States, and delivered in a timely and useful manner. EIGE's key partners include gender equality policy-makers in EU Institutions and Member States:

- European Commission/DG JUST;
- European Parliament;
- Council of the European Union;
- Ministries responsible for gender equality;
- Special focus on the Presidency trio countries.

EIGE's work is further supported by the cooperation with other EU-agencies (e.g. Eurofound and JHA agencies, such as FRA), EU-level social partners (e.g. BusinessEurope, ETUC) and relevant civil society organisations (e.g. EWL, Social Platform and MenEngage).

EIGE's work programme 2022-2024 will not only seek synergies with other institutions, but also across policy areas - in order to better highlight the most pressing gender equality challenges. To do so, EIGE starts a new approach in its work coordination in line with the identified thematic priorities for the respective period of time (see Section 2 for more details). EIGE will engage with policymakers relevant to these identified thematic priorities each year e.g. DG JUST, DG HOME, DG REFORM, DG EMPL, DG CLIMA and DG MOVE, European Parliament FEMM, LIBE, EMPL and ENVI committees and the relevant Council configurations.

To strengthen policy dialogue and more efficiently connect EIGE's work with stakeholder needs, EIGE started administrative preparations in 2021 to establish a liaison office in Brussels for a pilot period of two years during 2022 - 2023. One of EIGE's current staff members will be reassigned from Vilnius to Brussels for this period. EIGE's presence in Brussels will help to maintain an active

engagement with EU level stakeholders. It will further raise the visibility and accessibility of the Institute and expand EIGE's engagement with stakeholders beyond the gender equality community. In order to reach out to stakeholders beyond the EU, EIGE works together with other EU Institutions and international organisations, with an aim to maximise synergies and avoid duplication. EIGE also has a contribution agreement with DG NEAR to support the gender equality agenda in the Western Balkans and Turkey (Annex XI).

3 Gender equality challenges

Many of the gender equality challenges identified a few decades ago, by the Beijing Platform for Action (BPfA), remain relevant today and are outlined in the EU's Gender Equality Strategy 2020-2025. This includes *inter alia* the gender pay gap, unequal distribution of unpaid work, gender-based violence against women and girls, discrimination on the basis of sex and other grounds (i.e. disability or ethnic and racial background) as well as inadequate education on gender equality issues or lack of funding to, for example, civil society organisations working on issues relevant to gender equality. The Sustainable Development Goals (SDGs) adopted by all UN Member States in 2015 also highlight that challenges to gender equality today and in the future are multiple, affecting various aspects of life, such as living in poverty, having no equal access to education and training, having limited possibilities to improve health or access to sexual and reproductive health care, ensuring quality employment for both women and men or ensuring gender equality in decision-making and justice.

Despite the availability of gender-mainstreaming tools and methods, including from EIGE, such as gender impact assessment or gender budgeting, they are not regularly used in policymaking processes. This is also due to the lack of resources and limited capacity of the gender equality bodies. Even where gender equality objectives are included, a cross-cutting gender-mainstreaming approach is often lacking. In parallel, numerous challenges remain in the production and use of gender statistics. Besides disaggregating data by sex, challenges and concerns related to women and men in society should be better reflected within the data underlying concepts, definitions and measurement types.

Gender inequalities today not only include slow progress against these long-standing issues but also challenges that have emerged in recent years, in relation to digitalisation, migration or a mounting backlash against gender equality. Attacks on women's rights and gender equality are reported in various European countries and are often traced back to campaigns against so-called 'gender ideology'. The backlash has led to restrictive legislative measures and initiatives hostile to women's rights and gender equality, such as smear campaigns against women's rights CSOs, physical and virtual attacks against women politicians, journalists and human rights' activists, and a rolling back of the Istanbul Convention in some Member States.

Technological advancements and digital solutions are also transforming our lives, including the world of work. This presents both challenges and opportunities for women and men. In terms of challenges, women are more likely to face a higher risk of job loss in the future due to automation and digitalisation, as on average they work more often in occupations that involve more routine and repetitive tasks. Furthermore, a number of barriers still exist for women to pursue 'digital' careers, including due to gender stereotypes, male-dominated work environments or women's lack of access to funding. Women are also underrepresented among ICT specialists and entrepreneurs and are losing out on some of the biggest employment opportunities afforded by technological advancements and digitalisation. This might have been further accelerated by the COVID-19 crisis. If women's talent remains untapped, it may threaten the EU's innovative and economic potential in

the future. Addressing these challenges would help to harness the opportunities offered by the green transition and the digital transformation, including entry and resilience in jobs that are typically taken by men.

Across all its actions, EIGE aims to contribute to gender equality progress by tackling this wide spectrum of challenges. The Institute's short and medium-term objectives ensure work continuity for long-standing issues and allow to focus on the emerging ones, including those at the core of the forthcoming EU policy initiatives.

During the period 2022-2024, EIGE's work will be streamlined to tackle thematic priorities as outlined in Section 2. This does not lessen the importance of other gender inequalities and implies that the selected areas of gender (in)equality, such as in relation to **gender-based violence, work-life balance, environmental concerns and the socio-economic consequences of the COVID-19 pandemic** will be placed more prominently on the working agenda.

Gender-based violence

Gender-based violence is a phenomenon deeply rooted in overall gender inequality, and continues to be one of the most notable human rights violations within all societies. Both women and men experience gender-based violence but the majority of victims are women and girls. The COVID-19 crisis has further aggravated the situation. For example, the imposed lockdowns exposed women victims of intimate partner violence to their perpetrators for extended periods, with ensuing long-term health, social and economic consequences. UNFPA¹ also estimates that the interruption of community outreach programmes and education on harmful practices might lead to 2 million more cases of female genital mutilation and 13 million more cases of child marriage over the next decade compared to pre-pandemic estimates.

The increasing reach of the internet, the rapid spread of mobile information, and the widespread use of social media, has also led to the emergence of cyber violence against women and girls, which is a growing global problem with potentially significant economic and societal consequences. With schools closed due to the COVID-19 pandemic and the shift to online learning, girls (and also boys) were further exposed to online violence during home-schooling. The COVID-19 crisis will have a long lasting and global impact on gender-based violence against women and girls.

Work-life balance and care provision

The COVID-19 pandemic has also highlighted increasing strains for work-life balance and a dire situation of care provision across the EU, which are among the major underlying factors of gender inequalities in employment. In particular, the increasing need for long-term care for older people and persons with disabilities represents a significant challenge for achieving gender equality, given that women continue to be the main providers of care and that long-term care services remain insufficient across many Member States. This is particularly concerning in the context of the ageing population, and will put further pressure on women to fill in care gaps informally. The situation of rural women is particularly challenging, as a number of EU rural and remote areas are disproportionately effected by the inadequate provision of social services and an ageing population. Furthermore, older women are more at risk of poor mental and physical health, yet many older women are also providers of informal care, which may directly contribute to negative health outcomes, including poor mental health.

¹ <https://www.unfpa.org/news/millions-more-cases-violence-child-marriage-female-genital-mutilation-unintended-pregnancies>

Environment and climate change

Environmental policies affect people differently, but those most vulnerable to the consequences of climate change often tend to be women. This is due partly to persistent societal inequalities, whereby women have fewer resources than men to mitigate the impact of climate change, as they are at increased risk of poverty and social exclusion due to lower labour market activity in comparison to men. At the same time, environmental behaviours are gendered. For example, the transport sector has a high, often polluting, impact on the environment. The gender differences in mobility and transport use are well documented, although poorly reflected in transport and mobility policies. Women are less likely to own or use a car. They also travel shorter distances, have more complex trip patterns, and walk, cycle or use public transport more frequently than men. Women's continued role as primary caregivers also affects their mobility needs.

Despite gender differences in environmental behaviours and attitudes, and growing evidence of the gendered impacts of climate change, EU climate change policy has remained largely gender blind. The dominance of men in environmental sectors and decision-making weakens the influence of women in areas that will become more important as the EU takes further steps to tackle climate change after 2020.

The socio-economic impact of the COVID-19 pandemic

The economic impact of the COVID-19 pandemic will very likely result in an unprecedented recession in the EU. Those in precarious employment are particularly vulnerable to economic shocks, with many contracts having been terminated or frozen soon after the virus reached Europe. Women are already more likely to be in temporary, part-time and precarious employment than men. These jobs often come with lower pay, weaker legal protection and difficulties accessing social protection. Before the pandemic, women's caring responsibilities were already keeping 7.7 million women out of work. If women have to cut down their working hours or take career breaks because of increased care responsibilities due to the COVID-19 crisis, this could well affect their earning capacity and contribute to a widening of the gender pay and pension gap later down the line.

These long-standing and newly emerging challenges have different impact on women and men, girls and boys, which need to be addressed by policies. Only gender-responsive policies can ensure that women and men equally fulfil their potential, contribute to their society and benefit equally from positive societal developments. EU Institutions and Member States (MS) agreed on the Resilience and Recovery Facility (RRF), which aims to mitigate the economic and social impact of the pandemic and make European economies and societies more sustainable and resilient. The RRF regulation acknowledges that women have been particularly affected by the COVID-19 crisis and requests Member States to set out the expected contribution of their national plans to gender equality and equal opportunities for all. Those objectives are to be mainstreamed and promoted throughout the preparation and implementation of recovery and resilience plans.

The programming approach for the period 2022-2024 takes into account the diversity of upcoming gender equality challenges and, in line with its mandate, outlines EIGE's specific contribution in tackling them.

4 EIGE's response to the policy context

EIGE has been experiencing a continuous increase in requests for more frequent monitoring of gender equality objectives overall and in relation to specific topics.

Due to the increased importance and recognition of the **Gender Equality Index** as a monitoring tool to assess gender equality progress in the EU, EIGE decided to publish the Gender Equality Index every year, instead of every two years. With this change, starting in 2019, every edition of the Gender Equality Index also has a thematic focus on a selected EU priority area. The thematic focus extends the scope of the report and provides a broader context for the interpretation of Index scores. The EU Gender Equality Strategy 2020-2025 recognises the Gender Equality Index as a key benchmark for gender equality and sets out its intention to introduce annual monitoring of gender equality, building on the Index. This adds a high political relevance to the annual releases of the Gender Equality Index.

In parallel, since 2010, all Presidencies of the Council of the EU requested EIGE's contributions, de facto increasing the research scope to support decision making at the EU level. Since 2015, in support to EU presidencies EIGE has developed a **research note** in a selected priority area (EU Presidency of the 1st semester) and a **BPfA report** (EU Presidency 2nd semester). Due to the increased volume of the Index and its annual release, EIGE has now revised the scope of its overall research and redistributed it more evenly across the year.

To allow continuous attention to gender equality in the EU throughout the entire year and within the mandate of the Presidencies, from 2022 onwards, EIGE will prepare the BPfA monitoring report to the 1st Semester Presidency and support the 2nd Semester Presidency with the thematic focus of the Gender Equality Index. Following this change, the research notes will no longer be prepared, leaving capacity for ad hoc research requests within EU priorities, in particular on emerging issues.

Releasing the Index annually, in the second semester, allows a regular and timely provision of data and research to feed into the evidence-based policy making of EU institutions and Member States. In this way, the Index can be a useful tool for monitoring purposes in the EU, by ensuring that the results feature the most up to date data. Such data could feed into the annual gender equality reports of the Commission, which usually start being drafted in the second half of year.

In the area of **Gender Mainstreaming**, the demand from stakeholders for technical assistance, to implement gender mainstreaming effectively has been increasing. The need for sex-disaggregated data and gender statistics in the **Gender Statistics Database**, and in particular data on women and men in decision-making and gender-based violence has also increased. In the context of Commission's commitment to mainstream gender across the policy-areas and establishment of the Equality Task Force, EIGE will support the integration of gender equality in Commission's portfolios, focusing on EIGE's thematic priorities.

Enhanced **engagement with our stakeholders** has led to an increased number of information requests, requests for EIGE presentations, or expert advice. EIGE's proactive **communications** approach has contributed to a continued increase in media coverage each year, and with this comes more requests for interviews with EIGE's experts and requests for data and key research findings. There has also been a shift towards a visual, online presentation of EIGE's research findings both on our website and on social media channels.

The impact of **COVID-19 pandemic** has had consequences for EIGE's research timelines and priorities, but also for the way we communicate with our stakeholders and present research findings. EIGE promptly invested in digital conferencing solutions to continue running engaging and efficient events and consultations with stakeholders. In an increasingly digital and more eco-conscious world, the demand for printed publications has also reduced.

Section II- Multi-annual programming 2022-2024

1 Multi-annual work programme

EIGE's multi-annual programming 2022-2024 is based on the founding regulation No 1922/2006 of the European Parliament and of the Council, which lays the ground for the Institute's objectives (Article 2), tasks (Article 3) as well as areas of activity and working methods (Article 4). Inter alia, this stipulates (Article 4) that "the work programme of the Institute shall be in line with the Community priorities in the field of gender equality and the work programme of the Commission, including its statistical and research work".

The programming for the term 2022-2024 accounts on the outcomes of the discussions at the Joint Management Board and Experts' Forum meeting (February 2020) and reflects the outcomes of the internal strategic planning consultations held within the Institute. The multi-annual programming 2022-2024 is prepared in line with the newly provided EC guidelines for the Single Programming Document and the Consolidated Annual Activity Report (EC, 2020)².

1.1. Strategic objectives, actions and thematic priorities 2022-2024

In line with its founding regulation (Article 2, 'Objectives'), EIGE's work aims to achieve three **strategic objectives** set for the term 2022-2024:

1. Contribute to better informed and evidence based policy and decision-making to achieve gender equality and fight discrimination based on sex;
2. Support the integration of a gender perspective in Union policies and the resulting national policies;
3. Effectively promote gender equality to key stakeholders and target groups.

In order to achieve the strategic objectives, EIGE distributes the Institute's operational agenda across three **major actions**³:

- A. Providing evidence: Research and Data Collection;
- B. Supporting gender responsive policies: Gender Mainstreaming and Specific Tools;
- C. Communicating Gender Equality.

² Communication from the Commission on the strengthening of the governance of Union bodies under Article 70 of the Financial Regulation 2018/1046 and on the guidelines for the Single Programming Document and the Consolidated Annual Activity Report, C(2020) 2297 Final

³ EC Guidelines: "Actions" are the work carried out over a certain period of time, consuming resources and producing outputs in accordance with the objectives set.

EIGE's actions are the Institute's operational 'backbone', ensuring a long-term achievement of the strategic objectives. Additionally, **thematic priorities** have been identified to ensure the actions support the ongoing realities. This brings on a new approach first applied for this 2022-2024 programming period. This implies that during the specified time period actions are linked to the agreed thematic priorities. A major advantage of such an approach is an occurrence of multiple synergies between the actions, enabling EIGE's work to be conducted and presented in a more structured and coherent way. It also allows for more timely and comprehensive inputs to EU policy-making. The foreseen synergies will also enable EIGE to focus its human and budgetary resources in the most effective and efficient way.

For the term 2022-2024, EIGE proposes to focus its work on the following three thematic priorities:

- I. Gender-based violence;
- II. An economy that works for people;
- III. European Green Deal;

Gender-based violence, and specifically **violence against women**, remains a continuous thematic priority at EIGE, to provide further information and tools to the EU institutions and Member States to combat gender-based violence⁴. The high societal as well as statistical invisibility of the phenomenon points to the unceasing importance of the continuous *research and data collection* in order to support and steer evidence based policy-making. Ending gender-based violence is a key objective of the EU's Gender Equality Strategy 2020-2025⁵, which is set to deliver on the current European Commission's commitment to achieving a Union of Equality. Ending gender-based violence is also among the UN Sustainable Development Goals (SDG) No. 5 and No.16, highlighting the EU's commitment to fighting the phenomenon in the EU and beyond it. EIGE's activities in that area, including data collection on intimate partner violence and cyber violence, aim to provide the EU and the Member States with a robust evidence-based foundation for their planned actions. Specifically, to ensure EU-wide comparable survey data on violence against women and to support informed policy-making in this area, EIGE and FRA, in cooperation with the Commission and Eurostat, will complement each other's work and build synergies in countering violence against women. Moreover, selection of this thematic priority ensures EIGE's ability to support the Member States in meeting their reporting requirements established by the "Victims' Rights" Directive 2012/29/EU. It also supports Member States that have ratified the Istanbul Convention to collect uniform data relevant to its implementation (Articles 11–15).

EIGE will also focus its work on the first two strategic priorities of the 2019-2024 political agenda of the EU⁶: **'an economy that works for people'** and **'a European Green Deal'**. EIGE has already accumulated certain knowledge pertaining to these thematic priorities (e.g. through Beijing and Index reports and Gender Statistics Database) and would build on this to provide more in-depth research and tools on specific topics. Identifying gender equality challenges across these priority areas and effectively communicating them is of high importance to the successful development of policies and initiatives that will underlie the successful accomplishment of the overall EU's political agenda 2019-2024. The EU's Gender Equality Strategy 2020-2025 re-affirms this, pointing to the essential inclusion of a gender perspective in all EU policies and processes.

Furthermore, as regards EIGE's thematic priorities, the Gender Equality Strategy 2020-2025 already delineates a number of upcoming policy actions that may require EIGE's contributions. For example,

⁴ In line with EIGE's mandate, EIGE's work on GBV focuses on GBV against women and girls, and thus allows an in-depth investigation of the nature and specificity of GBV as a profoundly gendered phenomenon.

⁵ https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en

⁶ https://ec.europa.eu/info/priorities_en

the need of better understanding the differentiated gender impacts of such upcoming policies under the **European Green Deal**, as the **Building Renovation Wave** or the **EU Strategy on Climate Adaptation** is noted. EIGE's contributions may also support integrating the gender dimension in the **EU financial framework, funding and support instruments and procedures**. Gender equality being a key principle of the **European Pillar of Social Rights**⁷ is also foreseen to set essential conditions for an innovative, competitive and thriving European economy. Gender equality challenges in the Member States, in particular their labour market, social inclusion and education dimensions are reaffirmed to be monitored through the **European Semester**, which implies the needs of annual and timely contributions.

For each thematic priority, it is likely that the consequences of the COVID-19 pandemic to gender equality will still be highly relevant. Depending on the long-term effects to be explored, EIGE's work in the period of 2022-2024 will reflect the impact of the pandemic on gender equality.

EIGE proposes to dedicate some resources to this '**emerging topic**' across the relevant thematic priorities (e.g. Gender based violence; an economy that works for people). The COVID-19 pandemic has shown us how important it is to be able to quickly adjust our priorities and resources and focus our attention on an emerging topic that has huge consequences for gender equality and the wider society. When planning the multiannual work programme, an emerging topic is not possible to predict, but including one in line with the identified thematic priority, will give EIGE the flexibility it needs to quickly pivot and shift focus when it arises. It will also ensure that EIGE can communicate relevant research, when it is most needed by our stakeholders.

The identified thematic priorities for the years 2022-2024 have an immediate effect on EIGE's work. The planning for the BPfA report starts about two years ahead of its publication, in this case in 2020, including preparatory discussions with the Commission and the Presidency as regards the specific research questions. Similarly, the preparatory work for the Gender Equality Index report of the 2nd semester of year 2022 needs to start 1.5 years ahead, in early 2021. Similar multi-annual work processes apply to a number of other research products.

In line with these timelines, the identified thematic priorities are to be agreed in advance and with adequate warning time with EIGE's key stakeholders, including the Trio Presidencies, and the Commission. Furthermore, the Commission has provided a recommendation to the Trio Presidencies to select and work around one thematic research priority within the Trio's timeframe. This would bring added value by ensuring a more cohesive programme for the Trio and provide an opportunity for EIGE to accumulate certain thematic knowledge. As a result, more in-depth research, tools and technical assistance could be expected across the specified topics.

A number of possible topics for each of the thematic priority areas is identified. These topics are chosen to benefit from EIGE's previous work on these areas and considering the available human and financial resources. The final list of specific topics will reflect the decisions of the Presidencies and the Commission.

The foreseen topics of the thematic priorities for the period 2022-2024:

- Gender -based Violence:
 - Cyber violence against women;
 - Femicide (advancing administrative data, institutional response);
 - Psychological violence against women and coercive control;

⁷ https://ec.europa.eu/commission/sites/beta-political/files/social-summit-european-pillar-social-rights-booklet_en.pdf.

- Intimate partner violence data and emerging issues on the basis of the joint survey with FRA (VAW II) and the EU survey on gender-based violence and other forms of interpersonal violence (EU-GBV) and its linkages to gender equality, as measured via Gender Equality Index (2024).
- Economy that works for people:
 - Gender equality and socio-economic consequences of the COVID-19 pandemic, including in the recovery measures;
 - Work-life balance, focusing on data collection on gender gaps in unpaid care, individual and social activities;
 - Gender mainstreaming in the EU financial framework, funding and support instruments and procedures;
 - Digital transition, transformation of the labour market and new forms of work.
- European Green Deal:
 - Gender mainstreaming in transport and mobility policies;
 - Gender equality and climate change;
 - Gender balance in decision-making in environmental sector.
 - Other topics (e.g. gender and green consumption; gender and energy; gender divide in green skills and jobs; environmental behaviours and attitudes).

1.2. EIGE's actions 2022-2024

A. Providing evidence: Research and Data Collection

In line with EIGE's mandate, **research and data collection** are at the core of the Institute's attributed tasks. During 2022-2024 and as a response to the aforementioned gender equality challenges, EIGE will further enhance its work in collecting and analysing data on gender equality at EU and Member State level. With more than 10 years of experience, the Institute often serves as a unique source of comparable data on gender equality for the EU and provides innovative research results as well as policy recommendations to support gender equality relevant policy-making. For example, the Institute annually releases the Gender Equality Index and its thematic focus, routinely collects data on women and men in decision-making, supports Member States in their efforts to improve data collection on intimate partner violence and femicide or monitors the implementation of the Beijing Platform for Action (BPfA)⁸, with findings and recommendations feeding into the policy-making process through Council Conclusions. The Institute will continue to build on its established reputation as the knowledge centre on gender equality in the EU by continuing to provide high quality research and data for evidence based policy-making and gender mainstreaming.

EIGE will support policymakers and other key stakeholders working to achieve gender equality by identifying gender equality challenges, gaps and further measures through research and provision of reliable and comparable data (Gender Equality Index, Gender Statistics Database, BPfA monitoring reports, research and data collection as regards violence against women). Within its research and data collection work, EIGE particularly aims to carry out gender sensitive analysis of

⁸ The Beijing Platform for Action was adopted during the fourth UN World Conference on Women in 1995

policies and build gender sensitive indicators, apply innovative research methodologies as well as work closely with data providers in order to close data gaps and to promote gender perspective in data collection (Eurostat, Eurofound, FRA, etc.).

EIGE's research programme takes a two-fold approach. It can both inform and monitor policies. To *inform policies*, research is carried out in a targeted way on specific EU policy areas that addresses the needs of stakeholders. EIGE aims to extend its research to cover other policy areas that go beyond traditional social policy areas, in line with the agreed thematic priorities. To *monitor policies*, the Gender Equality Index and Gender Statistics Database, for example, could be used for the purpose of annual monitoring of gender equality in the EU.

For the period of 2022-2024, EIGE will continue to provide research support to the Commission and the Presidencies (France, Sweden, Belgium) of the EU Council with BPfA monitoring reports, with a target of a research report to be published in the 1st Semester of the relevant year. The topics of the two forthcoming Presidencies are confirmed: psychological violence and coercive control in the EU (France) and gender equality and gender mainstreaming in Covid-19 recovery (Sweden). In line with the new approach for the period 2022-2024 (see General Context), the upcoming three annual updates of the Gender Equality Index will also contain a thematic focus which will support the 2nd Semester Presidencies (Czechia, Spain and Hungary) of the Council of the EU. The thematic focus of Index 2022 will be related to the socio-economic impact of the COVID-19 pandemic and in 2023, the focus will be on the Green Deal and gender equality. The Index 2024 thematic focus is proposed to be on violence against women, if Eurostat and FRA-EIGE release the EU surveys' data on gender-based violence and other forms of interpersonal violence (EU-GBV and VAW II).

A number of activities as regards gender-based violence are planned for the period 2022-2024, including supporting Member States in their efforts to develop and improve data collection on intimate partner violence, femicide and cyber violence. EIGE will continue developing a comparable measurement framework to strengthen the institutional capacity to respond to violence against women, including collaboration with the relevant ministries, police and justice sectors in the Member States and EU institutions, such as Eurostat and the Council of the EU. In the joint research project with FRA (VAW II), and in close cooperation with Eurostat, EIGE will collect data on violence against women in those EU Member States where national statistical authorities are not conducting national data collection in the context of the 'EU survey on gender-based violence against women and other forms of inter-personal violence' (EU-GBV survey), as coordinated by Eurostat. This will ensure EU-wide comparable data on violence against women. Throughout the period and as a member of the Eurostat Task Force, EIGE will continue to contribute with gender expertise to the implementation of Eurostat's EU-GBV survey. EIGE's studies, e.g. on cyber violence against women, will support Commission's legislative and policy measures on gender-based violence against women and domestic violence.

The list of activities foreseen for the period of 2022-2024 will cover the proposed thematic priorities with different research and data perspectives.

Thematic priority	EIGE's response in 2022 - 2024
Gender-based violence	<ul style="list-style-type: none"> • Provide an annual update on violence against women in the Gender Equality Index; • Provide evidence on psychological violence and coercive control in the EU; • Focus on violence against women in the Gender Equality Index 2024; • Collect administrative data on intimate partner violence and femicide; • Develop an indicator on cyber violence and prepare for data collection; • Provide evidence to support policy recommendations on improving social and legal responses to counter femicide. • Collect prevalence data on violence against women, in joint project with FRA.
Economy that works for people	<ul style="list-style-type: none"> • Focus on the socio-economic consequences of the COVID-19 pandemic in the Gender Equality Index 2022. • Provide evidence on gender equality and gender mainstreaming in Covid-19 recovery measures. • Analyse and disseminate EIGE's EU-wide survey data on work-life balance and COVID-19. • Collect data, analyse and disseminate of EIGE's EU wide survey data on gender gaps in unpaid care, individual and social activities.
European Green Deal	<ul style="list-style-type: none"> • Prepare a research report on the topic to support the Presidencies of the Council of the EU; • Focus on green skills, green jobs, environmental attitudes and behaviour in the Gender Equality Index 2023.

B. Supporting gender responsive policies: Gender Mainstreaming and Specific Tools

In line with the strategic objective of supporting the integration of a gender perspective in Union policies and the resulting national policies, throughout 2022-2024, EIGE will continue **developing gender mainstreaming tools and methods** for policy implementation. EIGE will further support the EU in designing more effective gender mainstreaming strategies in selected policy areas.

During the course of 2022-2024, EIGE will continue supporting the EU Institutions and Member States in their practical implementation of gender mainstreaming in EU policies, programmes and projects. To do this, EIGE will work on gender-responsive evaluation methodology (2022) and with the development of this tool, further expand the Gender Mainstreaming Platform with a presentation of the most important gender mainstreaming methods and tools used in the policy and programmatic cycles. Additionally, it will update the platform with practical examples for policy areas relevant to the period 2022-2024. The policy areas will be aligned with the EU's initiatives to help Member States mitigate the economic and social consequences of the outbreak of the COVID-19 crisis (e.g. a gender-equal economy through public reform and budgets (2022) and climate action (2023)). In 2022, EIGE will support the implementation of the DG REFORM's Flagship technical support project "Gender mainstreaming in public policy and

budget processes”, which will offer assistance to the Member States to mainstream gender in budgeting and chosen sectors and reform policy areas (e.g. green and digital transitions, health, long-term care, public financial management, labour market, social protection).

Throughout 2022-2024, EIGE will continue the provision of technical assistance to a limited number of stakeholders, prioritising the EU institutions. EIGE will scale up efforts to strengthening cooperation and partnership development through the Thematic Network on Gender Mainstreaming. In line with EIGE’s Regulation - in particular with Art. 2 and 3 - the objective of the network is to “strengthen the promotion of gender mainstreaming in all Community policies and the resulting national policies”⁹. The Thematic Network became a space for the practitioners – experts in gender mainstreaming - from the governmental bodies on gender equality in the Member States and the EU institutions to exchange information on the progress made in the implementation of gender mainstreaming strategies, and a channel for providing support on the development and use of methods and tools. Throughout this period, the network will continue to be engaged in the work on institutional mechanisms, as well as methods and tools for gender equality and gender mainstreaming (e.g. evaluation, action plans, gender mainstreaming in Covid-19 recovery and resilience measures).

To support EIGE’s research and gender mainstreaming work, as well as to provide reliable and centralised gender statistics to policy makers and other stakeholders, EIGE will maintain and update its **Gender Statistics Database** prioritising statistics that are relevant for the agency’s mandate and the current political agenda. Specifically to gender mainstreaming, regular collection of data on the institutional mechanisms for gender equality and gender mainstreaming will be done within the Gender Statistics database. The Gender Statistics database will also contribute to the assessment of trends in the gender sensitivity of the national parliaments, planned for 2023, which will be used in the foreseen technical assistance and awareness raising, as well as in the planned gender mainstreaming work in the context of the 2024 EP elections.

Subject to resource availability, routine data collection on women and men in decision-making, gender-based violence (intimate partner violence and femicide) and eligibility for parental leave shall be gradually expanded to fulfil specific measurement and monitoring needs within EIGE’s focus areas of work. Considering that EIGE is also a producer of official statistics within the European Statistical System¹⁰, synergies and complementarities with statistics users and data providers will be implemented, through cooperation with other EU agencies and bodies where appropriate, in particular Eurostat, FRA, CEDEFOP, EU-OSHA and Eurofound.

Throughout 2022-2024 and subject to the agreement on the funding from the European Commission (DG NEAR), EIGE will cooperate with the relevant parts of the Commission on data collection from EU candidate countries and potential candidates within the Instrument for Pre-Accession Assistance (IPA)¹¹.

⁹ REGULATION (EC) No 1922/2006 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 20 December 2006 on establishing a European Institute for Gender Equality. [40320061230en00090017.pdf \(europa.eu\)](https://eur-lex.europa.eu/eli/reg/2006/1922/oj/1/40320061230en00090017.pdf)

¹⁰ Eurostat publishes data from EIGE’s unique data collection on Women and Men in decision making for the follow-up of the New development agenda on seats held by women in national parliaments

(https://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&plugin=1&pcode=sdg_05_50&language=en) and governments (https://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&plugin=1&pcode=sdg_05_50&language=en&tableSelection=2)

¹¹ http://ec.europa.eu/enlargement/instruments/overview/index_en.htm

Thematic priority	EIGE response in 2022 - 2024
Gender-based violence	<ul style="list-style-type: none"> • Support the monitoring process of the EU Gender Equality Strategy 2020-2025; • Publish the data on violence against women (results of VAW II project with FRA and EU-GBV survey, if available) in the Gender Statistics Database.
Economy that works for people	<ul style="list-style-type: none"> • Publish and disseminate policy recommendations and a tool on gender-responsive public procurement; • Prepare policy recommendations and practical guidance for mainstreaming gender on selected policy areas; • Update and collect data for relevant indicators within the Gender Statistics Database, including indicators for BPfA.
European Green Deal	<ul style="list-style-type: none"> • Prepare policy recommendations and practical guidance for mainstreaming gender on selected policy areas; • Update and collect data to populate relevant indicators within the Gender Statistics Database, including indicators for BPfA.

C. Communicating gender equality

EIGE's **communication and stakeholder engagement** activities aim at making the Institute's research findings policy relevant, well-known and used by policy-makers and other target groups. EIGE will focus its efforts on communicating the research findings from the thematic priorities for each year. To reach this objective, EIGE proactively seeks to identify the stakeholders' needs, communicates existing, ongoing or future findings via communication products suitable to target audience needs, prioritising stakeholders relevant to the thematic priorities. EIGE also communicates to European citizens, mainly through active engagement with mainstream media (newspapers, TV, radio) and via social media. EIGE will keep on monitoring and evaluating the impact of outreach activities and improving the knowledge sharing systems to facilitate organisational learning. The online Resource and Documentation Centre (RDC) will continue to facilitate the access to knowledge on gender equality to researchers, policy makers and administrators.

EIGE bases its communication and stakeholder engagement activities on the following overriding principles:

- Defining **communication topics each year**, taking benefit of findings from EIGE's thematic priorities;
- Proactively linking EIGE's work to **EU policy priorities** and **emerging topics** related to gender equality, such as the COVID-19 pandemic;
- Maintaining an **active engagement with stakeholders** in EU institutions and Member States to understand the policy needs and increase EIGE's added-value;
- Expanding the engagement with stakeholders **beyond the gender equality community** through targeted actions.

Thematic priority	EIGE response in 2022 – 2024
Gender-based violence	<ul style="list-style-type: none"> • Develop a communications package on GBV (including press release, visuals, main messages, publications, translations where relevant, website updates); • Organise an annual ‘Orange the world’ campaign (including social media campaign, press release and press briefing); • Cooperate with relevant experts and data providers in the EU and MS.
Economy that works for people	<ul style="list-style-type: none"> • Develop a communications package to present the gender perspective to EIGE’s resources on economy that works for people, such as work-life balance, new forms of work, women on boards and the socio-economic consequences of the COVID-19 pandemic (including press release, visuals, main messages, stakeholder email, publications, website updates); • Cooperate with relevant stakeholders working on employment, finance and social policies; • Publish the updated online tool for Gender Equality in Research Institutions and Academia (GEAR Tool) in a new, more dynamic and interactive format.
European Green Deal	<ul style="list-style-type: none"> • Develop a communications package on the gender perspective to the European Green deal, based on EIGE’s research findings and statistical data (including press release, visuals, main messages, publications, translations where relevant, website updates); • Cooperate with relevant stakeholders working on the environment and climate change • Identify relevant policy needs to inform the research activities in 2023.

1.3 Monitoring progress in the achievement of objectives

Key Performance Indicators (KPIs)

EIGE uses a number of Key Performance Indicators (KPIs) to measure its performance as an agency, focusing on the outputs and outcomes of its work. The indicators remain unchanged for the programming period, allowing coherent comparison of performance indicators across time. In this context, indicators provide evidence on the relevance of EIGE’s work to its target groups as well as measure progress in delivering EIGE’s work (e.g. number of references to EIGE’s work). EIGE’s KPIs also include measures on aspects of organisational performance seen as critical for the current and future success of the agency. They are linked to both operational achievements and administrative performance.

KPIs in relation to strategic objectives	Strategic objective - Contribute to better informed and evidence based policy and decision-making to achieve gender equality and fight discrimination based on sex		
	Key performance indicators	Target	Source
	Rate of achievement of annual activities	95%	CAAR
Number of references to EIGE’s work by EU-level	250	Policy monitoring	

	organisations		report
	Strategic objective - Support the integration of a gender perspective in Community policies and the resulting national policies		
	Key performance indicators	Target	Source
	Number of stakeholders provided with technical assistance for gender mainstreaming	At least 1	PMT tool
	Number of EU policy documents that EIGE has contributed to	5	Stakeholder register
	Percentage of EIGE's events participants who increased their knowledge on gender equality issues	75%	Event feedback forms
	Strategic objective - Effectively promote gender equality to key stakeholders and target groups		
	Key performance indicators	Target	Source
	Number of accepted requests from EU institutions	130	Stakeholder register
	Number of media requests responded to	60	Media request register
	Number of presentations of EIGE's work in stakeholders' events	60	Stakeholder register
KPIs in relation to management of financial and human resources	Sound financial management		
	Key performance indicators	Target	Source
	Rate (%) of implementation of Commitment Appropriations	>95%	Budget implementation reports
	Rate (%) of cancellation of Payment Appropriations	<5%	Budget implementation reports
	Rate (%) of payments executed within the legal/contractual deadlines	>75%	Budget implementation reports
	Effective running of organisation		
	Key performance indicators	Target	Source
	Rate (%) of implemented external and accepted internal audit recommendations	>90%	Team Central
	Average vacancy rate (%) of authorised posts of the annual establishment plan which are vacant at the end of the year	<10%	Sysper 2
	Rate of staff engagement from the Staff Survey	>65%	Survey Report
Annual average days of short term sick leave per staff member	Absence without med.cert. (JADS) < 3 Absence with med.cert. < 9	Allegro	

To monitor relevance of EIGE's work in national policy and decision making, EIGE has started a pilot project in 2021 to trace references in national policy documents. On the basis of the received data, an additional KPI might be proposed as of SPD 2023-2025.

In addition to KPIs, EIGE will use more specific performance indicators to track and monitor its performance within different action areas implemented through research and data collection and outreach activities.

2 Human and financial resources – outlook for the years 2022-2024

2.1 Overview of the past and current situation

The number of posts in the Establishment Plan decreased by 10% from 30 in 2013 to 27 in 2020 despite a considerable growth in tasks and in the number of requests from stakeholders (see section 2.2.2). Moreover, over the years, EIGE has been facing difficulties in filling the five Seconded National Expert (SNE) posts, notwithstanding the pro-active approach through the relevant channels and its extended network to attract the candidates to these type of positions. At the end of 2020, only two of these posts were occupied.

As in the previous years, EIGE presents in this Programming Document, the resource requirements that it considers necessary to implement the tasks assigned to it, taking into account the staffing needs in relation to the increase in the volume of work and the availability of seconded national experts (SNEs).

2.2. Outlook for the years 2022-2024

A) New tasks

Council Conclusions often recommend new tasks for EIGE, such as collecting data from a specific policy area. However relevant, EIGE does not have the additional capacity to take up tasks to follow-up these recommendations.

B) Growth of existing tasks

EIGE has faced a considerable growth of existing tasks, a prolonged situation which has put significant pressure on existing staff who have been dealing with a continuous increase in workload.

One main impacted area is the growth in number of ad-hoc requests from stakeholders (an increase of 11% in 2020 compared to 2019) to which EIGE responds effectively but which has become increasingly demanding in terms of use of human resources. Since EIGE anticipates that the number of such requests will continue to grow over the programming period 2022-2024, it can only sustain the level and quality of responses if additional resources are made available.

Furthermore, EIGE receives recurring requests (such as the Commission's to extend studies on other harmful practices or domestic violence) and ad-hoc initiatives (such as the joint project with FRA on violence against women), that are very relevant for EIGE's stakeholders but which are as well resource demanding to the point of being conditional upon the availability of additional posts.

Other areas that have experienced considerable growth in time and have suffered from personnel shortages are:

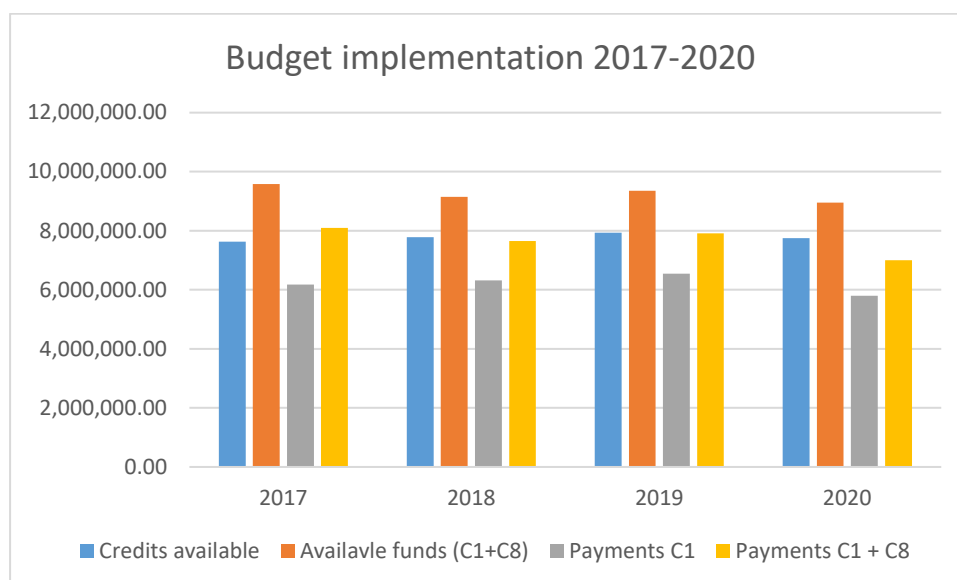
- Technical assistance to EU institutions and Member States (e.g. gender mainstreaming, improving data collection systems on GBV);
- Research requests and filling in data gaps related to emerging issues;
- Gender statistics database;
- New forms to communicate gender equality;
- Support to the development and implementation of monitoring tool for the EU Gender Equality Strategy.

2.3 Resource programming for the years 2022-2024

The budget for 2020 adopted by the budgetary authority (EU contribution) was EUR 8 096 000 (for

2019, EUR 7 937 000) (See Graph 1 below). Due to the force-majeure situation caused by the COVID-19 pandemic in 2020 that affected several budget lines and led to a low budget implementation capability, EIGE’s Management Board decided to reduce the 2020 budget by 4.27% through a budget amendment procedure. The amended budget for 2020 is thus EUR 7 749 900 and is referred to in all financial tables and graphs throughout this document.

Graph 1. Budget implementation in 2017-2020



On 31 December 2020, the Institute staff numbered 41, made up of 27 Temporary Agents, 12 Contract Agents¹² and two Seconded National Experts.

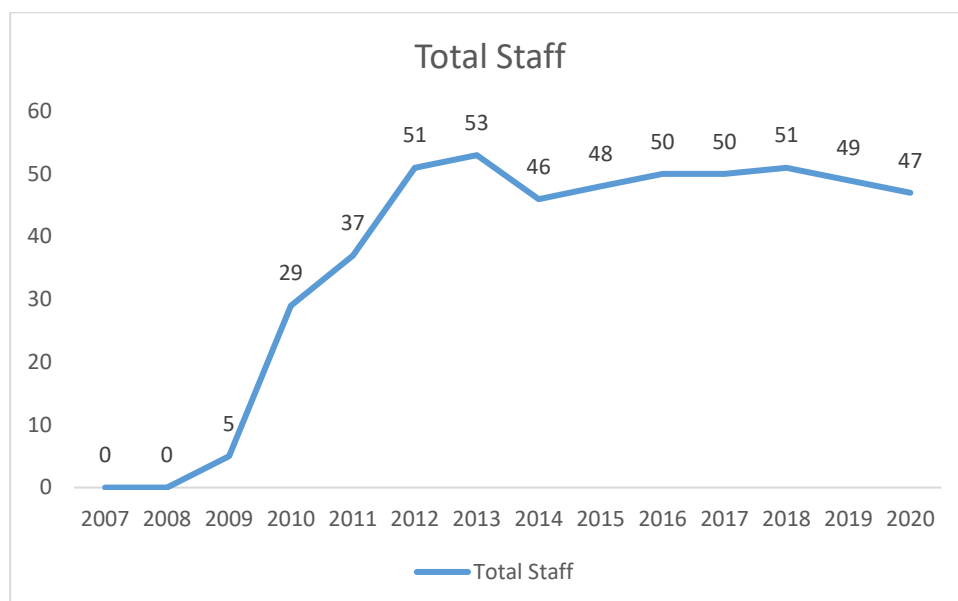
Table 1 in Annex IV provides an overview of statutory staff and SNEs and projections of posts for the period 2022-2024. In the past, the number of Establishment Plan posts decreased by 10% from 30 to 27. Additionally, it is worth noting that the five SNE posts were never simultaneously occupied, despite the pro-active approach to attract candidates to these opportunities. At the end of 2020, only two SNE posts were occupied.

In contrast, the workload of staff has considerably increased over the years (see section 2.2.B). In order to measure the actual versus planned consumption of human and financial resources in the implementation of the SPD, EIGE’s Administration Unit launched in 2021 a project for the revision of the Institute’s Activity-Based Budgeting tool, a project which received approval from the Management Board in its 36th meeting. The revised tool will incorporate activity-based budgeting and activity-based costing functionalities and will enable EIGE to plan and monitor consumption of resources at project and activity level, in line with the PLO approach.

At the end of 2020, an occupancy rate of 100% of the Establishment Plan was registered. Graph 2 below depicts the aggregated number of all categories of staff working at EIGE (Temporary Agents, Contract Agents, SNEs and Trainees) for the period from inception until December 2020.

Graph 2. Evolution (2010 – 2020)

¹² Two CAs funded by the IPA instrument are not part of the establishment plan and are presented in Table B, Annex IV.



The evolution of the Institute's Establishment Plan for the period 2020-2024 is presented in Table 2 in Annex IV.

Total revenues (EU Contribution and IPA Program) in 2020 amounted to EUR 8 128 850.30 (EUR 8 487 000 in 2019) out of which EU contribution was EUR 7 749 900 (EUR 7 937 000 in 2019) (Table 1 below). Projection of revenues for 2022-2024 is presented in Table 1 in Annex III.

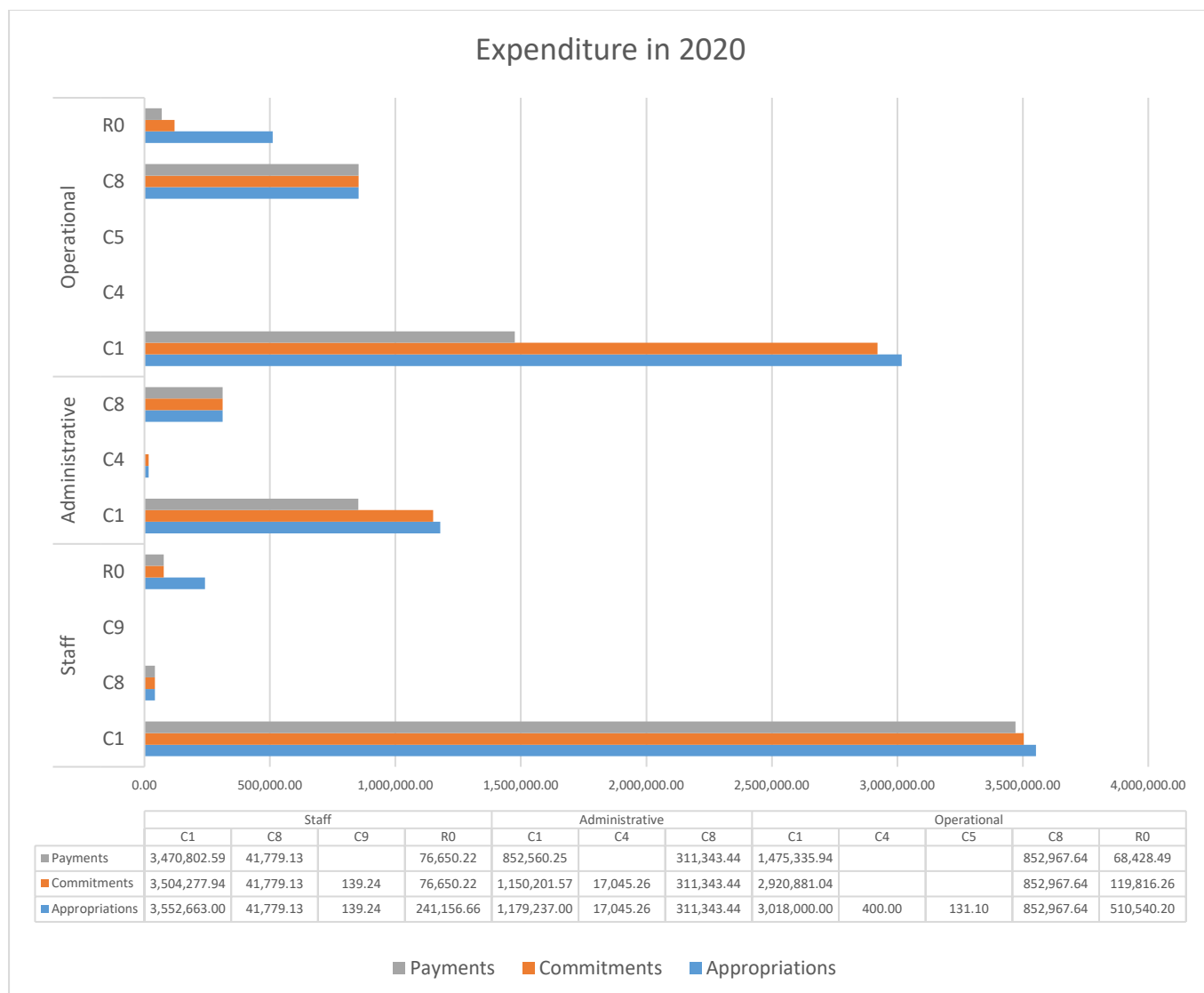
Table 1. Revenues in 2020

Item	Appropriations 2020	Assigned Revenue	Total Appropriations
EU Contribution	7,749,900.00		7,749,900.00
IPA Program		378,950.30	378,950.30
Total	7,749,900.00	378,950.30	8,128,850.30

Since 2013, EIGE has been receiving contributions from the Instrument of Pre-Accession Assistance (IPA). In 2019, EIGE received IPA funds for implementation of a new project starting 01/01/2019 from the Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR). The planned expenditure for the IPA instrument over the programming period is presented in Annex III and Annex XI.

Expenditure in 2020 amounted EUR 7 149 867.70 (EUR 8 095 831.23 in 2019) out of which EUR 3 589 231.94 (EUR 3 375 904.18 in 2019) in Title I, EUR 1 063 903.69 (EUR 1 100 996.99 in 2019) in Title II, EUR 2 396 732.07 (EUR 3 618 930.06 in 2019) in Title III (Graph 3 below).

Graph 3. Expenditure in 2020



2.4 Strategy for achieving efficiency gains

EIGE cooperates with and contributes to the work of other EU Agencies through bilateral cooperation and active participation in established networks. EIGE’s regulation stipulates close cooperation with the European Foundation for the Improvement of Living and Working Conditions (Eurofound), the European Agency for Safety and Health at Work (EU-OSHA), the Centre for the Development of Vocational Training (Cedefop), and the European Union Agency for Fundamental Rights (FRA). These agencies are EIGE’s key partners for information exchange and mutual support. With these and a number of other relevant agencies, EIGE systematically exchanges information on work programmes to prevent overlaps and identify possibilities for synergies and to provide mutual support. Moreover, EIGE actively participates in the Justice and Home Affairs (JHA) agencies network, a platform to establish closer cooperation, promote synergies and define a common set of strategic priorities.

EIGE will also make use, in the programming period, of the EUAN shared services catalogue for the provision of evaluation and feedback services and data protection consultancy. Furthermore, EIGE will continue to participate actively in the EU-Agencies Greening Network and the EUAN Diversity Working Group with the aim of adopting environmental measures in the Institute as well as defining

steps to improve gender balance in the organisation.

Internally, EIGE will continue to work to identify changes to its work practices that will lead to efficiencies. At the end of 2021, EIGE is expected to finalise the implementation of SYSPER 2 and have all the modules functional as of 2022. In addition, following the IAS audit on the Project-led organisation that was performed in 2020, EIGE will implement the related Action Plan in order to address recommendations for improvement of project management practices and processes. The actions defined in the Action Plan will lead to more effective working structures and strengthen the cooperation and knowledge sharing across groups of experts and units.

Moreover, several administrative projects initiated in 2021 will bring significant benefits for the improvement of work practices in the programming period, such as:

- Upgrade of the Project Management Tool: will make the project management processes more efficient, in line with the audit recommendations;
- Development of the e-recruitment tool: will digitalise the recruitment processes, thus making them more efficient;
- Revision of the Activity-Based Budgeting Tool: will lead to a better management of resources at activity and project level;
- Performing a Business Impact Assessment: will lead to an up-to-date Business Continuity Plan which will strengthen EIGE's response to crisis situations;
- Development of the Information Security Policy and classification of information procedure, which will ensure that data is managed securely as EIGE is moving towards fully digitalised processes.

Overall, EIGE will continue to introduce IT solutions and tools to support its internal process and move further in the digitalisation of the workplace and paperless workflows.

2.5 Negative priorities/decrease of existing tasks

EIGE remains, in spite of staff shortages experienced in the recent years, fully committed to execute its mandate and to respond to the growing number of requests from its stakeholders, which only shows their recognition for EIGE's activities. In order to be able to deliver all tasks efficiently and in high quality, EIGE has decided to reduce the scope of certain activities. Thus, EIGE will be able to assign resources more flexibly to core activities and deal with most important requests while reiterating the need for resources to be able to sustain a full implementation.

The following tasks will be reduced in scope:

- Country factsheets: EIGE continues to carry out a country level analysis for the Gender Equality Index and other studies as relevant, however presented in an online format only.
- Research notes: EIGE will no longer prepare research notes in support of the Second semester Presidencies, which will benefit from the Gender Equality Index thematic focus research.
- Policy briefs: EIGE will continue to develop or update the policy briefs only in the areas of ongoing projects (e.g. Research and Innovation), and will not be updating the entire set of briefs on gender mainstreaming in the policy areas¹³ until 2025.
- Data collection: EIGE will postpone updating the data on eligibility for parental leave in the EU Member States, due to prioritising survey data collection (e.g. FRA-EIGE VAW II

¹³ [Policy areas | European Institute for Gender Equality \(europa.eu\)](https://eige.europa.eu/policy-areas)

- survey, EU wide survey on gender gaps in unpaid care, individual and social activities).
- Support to the EU institutions and Member States: EIGE will provide technical support to a limited number of key stakeholders (up to two, prioritising EU institutions), due to a requested extent of such support (e.g. more in-depth, long-term).
 - Newsletter: EIGE invests in modern and emerging communication channels, such as social media and audio visual presentations, and reduces the frequency of its Newsletter from bi-monthly to quarterly.
 - Topic-related conferences and events: To increase the efficiency of event management, EIGE will organise one flagship gender equality event per year, encompassing the annual Gender Equality Index release and presenting new findings from EIGE's work.
 - Communicating results: To limit the number of outreach activities and focus the stakeholder attention to the thematic priorities, EIGE will move from study-based approach to topic-based communications.

Section III- Annual Work programme 2022

1 Executive summary

A detailed description of EIGE's activities planned for 2022 is provided within each action area, presented in Section 3.2.

- A. Providing evidence: Research and Data collection, with four planned activities.
- B. Supporting gender responsive policies: Gender Mainstreaming and Specific Tools, with three planned activities.
- C. Communicating Gender Equality, with four planned activities.

The description of each activity is arranged in a table template, which explains how activities contribute to the Institute's strategic objectives and what are their specific objectives and expected results. It also describes the outputs for the year 2022 and, where relevant, informs on links to preceding and successive years. As a number of EIGE's activities are multi-annual in their nature, considering the entire process from initial preparations to implementation and communication, work often spreads out to several years.

To enable an efficient performance monitoring, the description of each activity also includes output and outcome indicators as well as the targets for 2022 and the latest results (if a recurring activity and relevant). Furthermore, the means and frequency of verification are outlined to enable the monitoring of the achievement of the targets to support the annual reporting process. The description of each activity also shows the estimations of human and financial resources.

Additionally, the horizontal activities are described in part D: Organisation, Administration and Functioning of EIGE and concern procurement and facility management, human resource management, budget implementation, internal control and Audit, and ICT infrastructure.

2 Activities

2.1 Providing evidence: Research and Data Collection

EIGE's founding regulation states that the Institute was set up to *collect, analyse and disseminate relevant objective, comparable and reliable information as regards gender equality*. EIGE will further enhance its work in collecting and analysing data on gender equality at EU and Member State level. EIGE is often a unique source of comparable data on gender equality for the EU. The Institute will continue to build on its established reputation as the knowledge centre on gender equality in the EU by continuing to provide high quality research and data for evidence based policy-making and gender mainstreaming. The Institute will also explore new areas for data analysis on selected gender equality topics, in line with EU policy priorities. The annual Gender Equality Index that gives an update on the situation of gender equality in each Member State and shows trends over time will continue to include a thematic focus on an issue of high political importance.

Activity 1: The Gender Equality Index

The Gender Equality Index is a composite indicator of gender equality attainment at EU and Member State level, providing insights on the core domains of work, money, knowledge, time, power and health and on two additional domains - violence against women and intersecting inequalities. As of 2019, the Index is updated annually with a deeper focus on a selected thematic area. This enables (1) to provide a broader context for interpretation of Index scores; (2) to look at gender inequalities in the selected area more comprehensively; (3) to highlight key indicators to monitor progress in gender equality in related policy area. The Gender Equality Index has been widely acknowledged for its significant contribution to monitoring progress of gender equality in the EU. It plays an important role in informing policy debates and developments in the EU and its Member States. The *EU Gender Equality Strategy 2020-2025* recognises EIGE's Index as a key benchmark for gender equality in the EU.

Contributing to Strategic objectives:
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 2) Support the integration of a gender perspective in EU policies and resulting national policies; 3) Effectively promote gender equality to key stakeholders and target groups.
Specific objective(s): To support EU and Member States' policy-making by monitoring gaps and trends in gender equality
Overview of the activity
In 2022, the 7th edition of the Gender Equality Index will provide updated Index scores, showing the trends in time. Its thematic focus will support the Czech Presidency of the EU Council (2nd semester of 2022), providing basis for Council Conclusions (if in Presidency's objectives). The thematic focus of Index is in line with the EU's priority theme "An economy that works for people", dealing with the topic of gender equality and the socio-economic consequences of the COVID-19 pandemic.
Expected results
The 7 th release of the Index aims at increased understanding and monitoring of gender equality and its challenges across different areas of life and including respective public policies. In this context, the main expected result for 2022 is an increased use of the Index as a reference source for the EU institutions, the Member States and other stakeholders.
Main outputs
In addition to the main Index report, which provides and interprets Index scores and includes findings as regards the thematic focus, EIGE will update a dedicated web section of the Gender Equality Index and will develop country profiles, which enable a concise overview of each country's situation. EIGE will communicate the Gender Equality Index results in its flagship gender equality event, held under the auspices of the EU Presidency. A

<p>broader outreach of the Index will be ensured through varied communication products, such as a press release, visuals, videos and infographics.</p> <p>In 2022, EIGE will start preparations for the Index 2023 by launching a public procurement procedure for the Index thematic study. Throughout 2022, the data on the basis of EIGE’s EU wide online panel survey on gender gaps in unpaid care, individual and social activities will be collected, including the first analytical results. In addition, stakeholder engagement and other communication activities in relation to Index 2021 results will be ensured throughout 2022.</p>				
Indicators	Latest results	Target 2022	Source	Means and frequency of verification
Outcome/expected results indicators				
1. Number of references to the Index by EU policy-making institutions (Q1-Q4)	2020 results: 99	>75	Policy monitoring reports	Consolidated Annual Activity Report (CAAR)
2. Presentation of the Index in key stakeholders’ events (Q1-Q4)	2020 results: 18	>15	Stakeholders’ request register	
3. Media coverage of Index (Q1-Q4)	2020: 650	>500	Media monitoring reports	
4. Social media coverage of Index (Q1-Q4)	2020 results: 62,306,701	>50,000,000	Social media monitoring reports	
Output indicators				
5. Gender Equality Index 2022 report	Published on time, Q4	In Q4	Project management tool (PMT)	Progress reports to the Management Board (Q2/Q4)
6. Communication activities	2020 results: 5 videos; 1 news alert and 1 press release in all EU languages; 13 infographics; 209 social media posts .	1 press release, 1 video, social media campaign, 9 infographics, media engagement	PMT	
7. Updated web section of Gender Equality Index	Available on time, Q4	By Q4	PMT	
8. Country profiles for all Member States	Published on time, Q4	By Q4	PMT	
9. Technical specifications for the thematic focus of Index 2023	n/a	By Q3	PMT	
10. Data on the basis of survey on gender gaps in unpaid care, individual and social activities collected	n/a	By Q4	PMT	
Total FTEs for this activity		Total budget		
4.32 (3.07 TA, 1.25 CA & SNE)		826, 287.21 EUR		

Activity 2: Monitoring of international commitments and supporting the Presidencies of the Council of the EU

The UN Beijing Platform for Action (BPfA) continues to serve as the blueprint for the achievement of gender equality across the globe. Successive Council Presidencies have established indicators to measure progress in implementing gender equality in eleven out of twelve BPfA areas of concern in the EU and its Member States. Since 2011, EIGE has played a central role in collecting and processing the information and data, developing the Beijing

reports and research notes and providing recommendations, which frequently led to the development of new policy orientations through Council Conclusions adopted at the EPSCO Council meetings every semester. To bring gender equality high on the Presidencies' agenda, EIGE works closely with the rotating Presidencies of the Council by giving them targeted support through gender equality expertise for the policy discussions.

Contributing to Strategic objectives:				
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 2) Support the integration of gender perspective in EU policies and resulting national policies; 3) Effectively promote gender equality to key stakeholders and target groups				
Specific Objective(s): To support the EU and Member States in the implementation of the BPfA				
Overview of the activity				
In 2022 EIGE will work closely with the 1st semester Presidency of the EU (France) to finalise and publish the Beijing report on 'Combatting psychological violence against women and coercive control in the EU'. By the end of the 2022 EIGE will develop a report on 'Gender equality and gender mainstreaming in the COVID-19 recovery', which will support the 1st semester Presidency 2023 (Sweden) and will provide a basis for Council Conclusions. As part of the Beijing reports, EIGE proposes new indicators for the BPfA monitoring framework in the area selected for review, if relevant. The new indicators, if agreed in the Council, would be integrated in the Council Conclusions.				
Expected results				
The Beijing report to support the 1 st semester Presidency will provide research findings and recommendations, aimed to support the development of new policy commitments through Council Conclusions adopted at the Council meetings. In this context, the main expected result for 2022, is an increased use of BPfA reports as a reference source to measure progress in implementing gender equality in the selected thematic area in the EU and Member States.				
Main outputs				
During the 1st Semester, 2022, the Beijing report to support the French Presidency of the EU will be presented to the Commission's High-level group on gender mainstreaming and in the high level Presidency events. EIGE also aims to present the results in the relevant Council meetings and at the UN Commission on the Status of Women. If relevant, the update of indicators for the BPfA monitoring framework would be introduced and disseminated through EIGE's Gender Statistics database under the 'Beijing Platform for Action' entry point. A broader outreach of the Beijing report will be ensured through varied communication activities. The draft report to support the 1st semester Presidency 2023 (Sweden) will be developed by the end 2022 and will be submitted to the Commission's High level group on gender mainstreaming for review during the Swedish Presidency. During 2022, EIGE will also prepare technical specifications and launch a procurement procedure to gather data and information for the Beijing area of concern chosen for review under the Belgium Presidency (first semester of 2024).				
Indicators	Latest results	Target 2022	Source	Means and frequency of verification
Outcome/expected results indicators				
1. Number of references to BPfA reports by EU policy-making institutions (Q1-Q4)	2020 results: 19	>15	Policy monitoring reports	Consolidated Annual Activity Report (CAAR)
2. Presentation of BPfA reports in EU high-level events (HLG group, Presidency conferences, ministerial meetings, i.e. EPSCO) (Q1-Q4)	2020 results: 5	≥3	Stakeholders' request register	
Output indicators				
3. BPfA review (Presidency 1st semester 2022) published	Published on time, Q2	By Q2	PMT	Progress reports to the Management Board (Q2/Q4)
4. Comprehensive review and briefing of the BPfA area of concern (Presidency 1st semester 2023) produced	Final report, Q4	By Q4	PMT	
5. Technical specifications launched for the study to support Presidency 1st semester 2024,	n/a	By Q4	PMT	

including, if relevant, good practices				
6. Communication activities on the thematic focus of the 1st semester Presidency 2022	n/a	1 press release, 1 video, social media campaign, media engagement	PMT	
7.				
Total FTEs for this activity			Total budget	
3.73 (3.08 TA, 0.65 CA & SNE)			748, 882.49 EUR	

Activity 3: Data collection on Intimate partner violence and femicide

EIGE will continue improving the knowledge, availability and quality of administrative data at EU and Member State level on different forms of violence against women. EIGE will support Member States in meeting their reporting requirements as established by the Victims’ Rights Directive, as well as by the Istanbul Convention for Member States which have ratified it. EIGE conducted the first data collection exercise in 2019; data has been published and assessed in 2020. In 2021, EIGE has strengthened its engagement with national data providers to improve the data collection process and start the consultations on the data collection tool and the accompanying guidelines. The improvement of availability, quality and comparability of data remains a key priority in the area of violence against women. This activity will contribute to monitoring existing and creating more gender-sensitive and comparable indicators on intimate partner violence in the EU.

Contributing to Strategic objectives:
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 3) Effectively promote gender equality to key stakeholders and target groups.
Specific Objective(s): To support the use of a comparable measurement framework on violence against women for ensuring solid administrative data at EU and Member States levels.
Overview of the activity
Based on EIGE’s activities in 2021 to support the provision of administrative data on violence against women (i.e. consultations with national stakeholders, drafted guidelines, refined tool for data collection), EIGE will continue the promotion of EIGE’s 13 indicators for police and the judiciary on intimate partner violence and femicide in 2022 ¹⁴ . In partnership with national data providers EIGE will explore the feasibility to expand the data collection to capture the extent of domestic violence (number of incidents disaggregated by sex of victim and perpetrator and the relationship between victim and perpetrator). EIGE will launch the second data collection process, to gather data and statistical information on the incidence on intimate partner violence and the prevalence of femicide (EIGE’s 13 indicators for police and justice) and, when possible, on domestic violence. The administrative data will support a more comprehensive analysis of the EU survey on gender-based violence and other forms of interpersonal violence (EU-GBV) and the VAW-II Survey. EIGE’s engagement in different working groups and Task Forces (such as EUROSTAT crime statistics working group or the Task Force for the EU-GBV survey), and contextualising the gender-sensitive data, contributes to the usage data for the best policy impact in the area of gender-based violence. EIGE will continue updating the indicators available in the Gender-based Violence entry point in EIGE’s Gender Statistics Database, on the basis of possible new releases and collection of statistical data and metadata on different forms of violence.
Expected results

¹⁴ <https://eige.europa.eu/publications/indicators-intimate-partner-violence-and-rape-police-and-justice-sectors>

<p>The key result of this activity will be strengthened cooperation with national and EU data providers to enhance EU wide administrative data collection on intimate partner violence. Consultation meetings with national and EU stakeholders are planned to develop and promote methodological guidelines to support the data collection process and to strengthen the national technical capacity for the production and use of these gender-sensitive data. The monitoring and collection of new data will also allow for the analysis and identification of developments in the different Member States and the EU. This activity will provide a better understanding of the extent of reported intimate partner violence in the EU and the prevalence of femicide, which together with the publication of the study on policy recommendations to counter femicide (drafted in 2021), will contribute to the creation of more targeted policies.</p>				
<p>Main outputs</p>				
<p>EIGE aims at developing and publishing methodological guidelines to support the national data providers in the data collection exercise. The methodological guidelines as well as the data collection process will be discussed with the national data providers and EU experts in different consultations meetings. The data collection will be launched in 2022, in order to collect the data that is going to complement the Eurostat EU-GBV survey and the FRA-EIGE VAW II Survey. EIGE will update relevant statistics coming from external providers (e.g. Eurostat, WAVE, FRA). Together with the promotion of the data collection, EIGE will disseminate policy recommendations to counter femicide, stemming from the main findings of the study drafted in 2021 on the legal responses to counter femicide.</p>				
Indicators	Latest results	Target 2022	Source	Means and frequency of verification
<p>Outcome/expected results indicators</p>				
1. Presentation at stakeholders' events (Q1-Q4)	2020 results: 46	>25	Stakeholder register	Consolidated Annual Activity Report (CAAR)
2. References to EIGE's data collection on IPV and femicide in EU policy documents	2020 results: 7	>5	Policy monitoring reports	
<p>Output indicators</p>				
3. Guidelines to support the data collection process finalised and published	n/a	Published on time, Q2	PMT	Progress reports to the Management Board (Q2/Q4)
4. Request for Services on administrative data collection on 13 indicators launched	n/a	Launched on time, Q3	PMT	
5. Consultation meetings on data collection	n/a	Number of meetings – at least 3	PMT	
6. Statistics for Gender-based Violence uploaded on the Gender Statistics Database	n/a	Collected and updated on time, Q4	Gender Statistics Database	
7. Communications activities	n/a	1 news alert, visuals, social media campaign	PMT	
8. Policy recommendations on countering femicide are finalised and disseminated	n/a	Published on time, Q3	PMT	
<p>Total FTEs for this activity</p>			<p>Total budget</p>	
<p>1.6 (0.7 TA, 0.9 CA & SNE)</p>			<p>479, 188.28 EUR</p>	

Activity 4: Development of the indicators on cyber violence against women

Research done by EIGE in 2017¹⁵ showed that digitalisation not only created a new environment for different forms of violence against women to take place, but has also created new tools to inflict harm and amplified the manner in which victims can be targeted. Cyber violence is now part of the continuum of violence against women: it does not exist in a vacuum; rather, it both stems from and sustains multiple forms of offline violence. However, to date cyber violence has not been fully conceptualised, defined or legislated against at EU level. While at the national level, several Member States have passed legislation specifically targeting cyber violence against women, in particular non-consensual image-sharing and sexual harassment online, cyber violence often remains a blind spot in most Member States. The inclusion of cyber violence issues in European Commission's actions on digitalisation showcases the importance of the issue.

In order to formulate effective policy responses which recognise that cyber violence against women is a form of violence against women gender-disaggregated EU-wide data is needed and national-level research within EU Member States needs to be supported. This EIGE activity will continue work done in 2017 and will build on the mapping of national data, policies and research conducted by EIGE in 2021. EIGE will ensure that indicators, which will be developed in 2023, will be fully aligned with the EC new legislative proposal and will ensure cooperation with FRA as well as with other EU agencies collecting sex-disaggregated data on cyber violence and ICT-related topics.

Contributing to Strategic objectives:				
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 3) Effectively promote gender equality to key stakeholders and target groups.				
Specific Objective(s): To support a comparable measurement framework on violence against women by providing the tools to collect solid data on cyber violence at EU and Member States levels.				
Overview of the activity				
Building on the mapping of cyber violence research done by EIGE and other relevant EU institutions in previous years, the activity will aim to develop and introduce an indicator on cyber violence in 2023. For this purpose, a uniform definition of cyber violence for statistical purposes would first need to be developed. Consequent discussion with the Member States will provide a base for the development of indicators on cyber violence. Upon the methodological work being completed, this activity will provide a starting point for launching a feasibility study in order to populate the indicator on cyber violence for EU Member States (planned for 2024).				
Expected results				
The development of a statistical definition and the indicator for cyber violence will allow for striving towards gathering comparable data across the EU. This in turn will allow for initiating work on evidence-based legislations and policies aimed at protecting victims and ending the phenomenon. After the publishing of the report on the mapping of national data, policies and research in Member States, by the end of 2022, the new study to develop a statistical definition for cyber violence against women with corresponding indicators will be launched. The implementation of the project which also comprises different consultation meetings with Member States to build and agree on a uniform definition for statistical purposes and corresponding indicators will be carried out in 2023.				
Main outputs				
Main outputs of this activity will be the development of the definition for statistical purposes and the proposal for indicators on cyber violence against women. The new study to support this work will be finalised in 2023. The definition will act as the foundation for discussion on the cyber violence indicators with Member States and subsequent development of the final indicators.				
Indicators	Latest results	Target 2022	Source	Means and frequency of verification
Outcome/expected results indicators				
1. Presentations of the cyber violence topic at stakeholder events	N/A	>3	Stakeholder requests database	Consolidated Annual Activity Report (CAAR)

¹⁵ <https://eige.europa.eu/publications/cyber-violence-against-women-and-girls>

Output indicators				
1. Report on the mapping of national data, policies and research published	N/A	Published on time, Q4	Project management tool (PMT)	Progress reports to the Management Board (Q2/Q4)
2. Launch of the study for the statistical definition of cyber violence	N/A	Launched on time, Q4	PMT	
Total FTEs for this activity			Total budget	
1.59 (0.74 TA, 0.85 CA & SNE)			203,067.68 ¹⁶	

Activity 5: Violence against Women Survey (VAW II)

EIGE and FRA, in close cooperation with the Commission and Eurostat, will start a joint project, ensuring the coherence and synergy of research, with the aim to have EU-wide comparable data on violence against women. In 2014 the results of the first EU-wide survey on Violence against Women, conducted by FRA were published. In 2016 Eurostat established a task force to develop a new survey on gender-based violence. EIGE, together with FRA and other relevant stakeholders, took part in the task force to assess the feasibility of conducting a new EU survey, coordinated by Eurostat, to collect comparable data on gender-based violence and other forms of interpersonal violence (EU-GBV survey). The results of Eurostat's EU-GBV survey will be available in 2023. Given that not all Member States opted in to undertake the survey, there is a need to collect EU-wide data on violence against women. In 2022, the EIGE and FRA, in collaboration with Eurostat, will start replicating the EU-GBV survey in the Member States that are neither part of the survey nor have national survey results comparable to calculate EU-GBV survey indicators. Data collected by EIGE and FRA through the VAW II survey on the missing Member States will be analysed alongside the data collected through Eurostat, which will allow to have EU-wide comparable data on violence against women. This data will complement EIGE's administrative data on IPV and femicide, and will serve to populate the domain of violence for the Gender Equality Index 2024. The joint FRA-EIGE project will provide further evidence on the extent and characteristics of violence against women, which will underpin new policies to prevent and combat gender-based violence against women.

Contributing to Strategic objectives:
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 3) Effectively promote gender equality to key stakeholders and target groups.
Specific Objective(s): To fill a data gap in the on-going Eurostat survey on gender-based violence and other forms of interpersonal violence (EU-GBV), to ensure that the data on violence against women is available and comparable for all Member States. Provide support to the EU and Member States' legislative and policy developments to prevent and combat violence against women. Strengthen the gender equality and fundamental rights framework in analysing the data and enhance close cooperation between EIGE and FRA.
Overview of the activity
The key result of this activity will be EU-wide prevalence data on violence against women available and analysed, within the framework of gender equality and fundamental rights, to impact the EU and Member States legislation and policies developments to prevent and combat violence against women. This activity will also provide the data to populate the violence domain for the Gender Equality Index 2024.
Expected results
In 2022, the VAW II project team will intensify the work, in close cooperation with the European Commission. The assessment of the availability of the data from Member States that took part in the EU-GBV survey will be done, in order to ensure the comparability across all the Member States. The fieldwork data collection will start in 2022 and will be

¹⁶ This activity consumes 2021 operational (Title III) budget, nonetheless produces outputs in 2022. The new study will be launched in Q4 2022 and thus consume the budget and produce outputs in 2023.

completed in 2023. The project team will discuss the data analysis and how to contextualise the gender-sensitive data, to contribute to the usage of data for the best policy impact in the area of gender-based violence.

Main outputs

No outputs of this activity are expected in 2022.

Indicators	Latest results	Target 2023	Source	Means and frequency of verification
Outcome/expected results indicators				
1. Not applicable in 2022	N/A	N/A		
Output indicators				
2. Not applicable in 2022	N/A	N/A		
Total FTEs for this activity			Total budget	
0.87 (0.62 TA, 0.25 CA & SNE)			490, 640.12 EUR	

2.2 Supporting gender responsive policies: Gender Mainstreaming and Specific Tools

Gender mainstreaming integrates a gender perspective into every stage of each policy intervention: design, planning, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes. It also promotes the mainstreaming of gender into institutional structures, supporting institutional change and equal participation of women and men at all levels. In line with the long-term objective of providing tools to build the capacity of Member States to mainstream gender into all policy areas, throughout 2022-2024, EIGE will continue developing gender mainstreaming tools and methods for policy implementation and supporting the EU in designing more effective gender mainstreaming strategies.

Activity 6: Policy support on gender mainstreaming

In line with the long-term objective of supporting the integration of a gender perspective in the EU and national policies, this activity will support the EU and its Member States in designing more effective gender mainstreaming strategies by (1) providing evidence-based findings, examples, recommendations and tailored resources on the practical implementation of Gender mainstreaming into one policy area, and (2) strengthening their capacity to mainstream gender into the selected policy area. The selection of the annual policy priority will be closely linked with EC priorities (e.g. an economy that works for people) and with the priorities of the Presidencies of the Council of the European Union. In 2022, EIGE will support DG REFORM and the EU Member States in mitigating the economic and social consequences of the outbreak of the COVID-19 crisis by promoting gender mainstreaming through public reforms and budgets in the context of the national resilience and recovery plans.

Contributing to Strategic objectives

2) To support the integration of a gender perspective in community policies and resulting national policies, 1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex				
Specific Objective(s): To support EU and Member States' policy-making on the implementation of gender mainstreaming in a specific policy area				
Overview of the activity				
In 2022, EIGE will support the implementation of DG REFORM Flagship technical support project "Gender mainstreaming in public policy and budget processes". EIGE will offer assistance to mainstream gender in budgeting and chosen sectors and reform policy areas in the EU and Member States by promoting, designing and facilitating experience sharing, competence development, awareness raising and peer-learning activities among key stakeholders from EU and national levels. Accordingly, EIGE will provide practical resources and tailored guidance for increased institutional capacity and effective gender mainstreaming, engaging also the Thematic Network on Gender Mainstreaming and other relevant stakeholders, if relevant. The results will be used to expand EIGE's Gender Mainstreaming Platform. Additionally, EIGE's work in the area of Research and Innovation from 2021 will be finalised and available in the Gender Mainstreaming Platform. In the second half of 2022, and provided that resources are available, EIGE will initiate preparatory work on the 2023 selected policy area (climate and environment).				
Expected results				
EIGE's 2022 policy support on gender mainstreaming will focus on the implementation of DG REFORM Flagship technical support project "Gender mainstreaming in public policy and budget processes", in the context of the national resilience and recovery plans. The expected results for 2022 are to (1) provide evidence and know-how on gender mainstreaming in chosen sectors and policy fields through gender-responsive public reforms and budgets, (2) provide new and innovative guidance and "how-to" resources for gender mainstreaming in the economy through gender-responsive public reforms and budgets, and (3) increase awareness and capacity of policy makers and officials of the EU institutions and Member States to effectively implement gender mainstreaming in public reforms and budgets.				
Main outputs				
EIGE will develop resources for competence development and awareness raising on gender mainstreaming in the policy area. In addition, EIGE will compile the related examples of effective gender mainstreaming in the area of public policy and budgeting processes that will support the DG REFORM Flagship initiative. EIGE will closely work and partner with key stakeholders and other relevant actors and experts in the policy area. The process will serve as a mechanism to raise awareness, develop competences and capacity. The main outputs will be available on EIGE's Gender Mainstreaming Platform in 2023. In 2022, EIGE will publish an updated version of the GEAR tool, an analytical paper on the integration of gender equality into academia and research organisations and up to two updated policy briefs on the Gender Mainstreaming Platform. EIGE will publish an updated policy brief in the area of Research and Innovation by Q2 2022 and a policy brief on 2022 priority on public reforms and budgets by Q4 2022.				
Indicators	Latest results	Target 2022	Source	Means and frequency of verification
Outcome/expected results indicators				
1. Gender mainstreaming presentations in stakeholders' events (Q1-Q4)	2020 results: 10	>5	Stakeholder requests database	Consolidated Annual Activity Report (CAAR)
2. EU institutions and all MS informed about the updated GEAR tool	n/a	Yes	PMT	Consolidated Annual Activity Report (CAAR)
Output indicators				
3. Policy support sessions with MS and EU institutions conducted	N/A	At least 2	PMT	Progress reports to the Management Board (Q2/ Q4)
4. Report on indicative examples of effective gender mainstreaming and practical resources for competence development and awareness raising on GM in the policy area developed	Q4	By Q4	PMT	
5. Updates of GM Platform (up to two policy briefs, updated GEAR tool and analytical paper on the integration of gender equality in academia)	Q4	By Q4	PMT	
Total FTEs for this activity			Total budget	
0.92 (0.72 TA, 0.2 CA & SNE)			372, 281.78 EUR	

Activity 7: Methods and tools for gender mainstreaming

In line with the long-term objective of supporting the integration of a gender perspective in the EU and national policies, in 2022, EIGE will continue supporting the European Commission and Member States on Gender Mainstreaming methods and tools by (1) development of new methods and tools, (2) provision of technical support to EIGE's stakeholders in the practical use of EIGE's methods and tools as well by (3) strengthening cooperation and partnership development to boost gender mainstreaming. In 2022, EIGE will focus on gender-responsive evaluation methodology and with the development of this tool, further expand the toolbox of the methods and tools used in the policy and programme cycles of the Gender Mainstreaming Platform. Gender-responsive evaluation is one of the most important methods and tools as it consists of objective assessment of a project, programme or policy at all of its stages, i.e. design, planning, implementation and results from a gender perspective.

Contributing to Strategic objectives				
2) To support the integration of a gender perspective in community policies and resulting national policies				
Specific Objective(s): To provide tools to build the capacity of EU institutions and EU Member States to mainstream gender into all policy areas				
Overview of the activity				
Methods and tools for gender mainstreaming facilitate the integration of gender into policies and programmes. In line with the EU and international commitments and approaches, including the Gender Equality Strategy 2020-2025, EIGE has been developing and offering to the EU and its Member States a coherent system for gender mainstreaming which proposes the strategic use of different methods and tools into all the steps of the policy/programming cycle. EIGE's tools and methods are practical, ready to use "how-to" tools and can be used separately or combined together to shape largely different policies and programmes. In the last few years, EIGE has been scaling up efforts in regard to provision of technical support, and strengthening cooperation and partnership development through the Thematic Network on Gender Mainstreaming. The network, re-established in 2019, continues to be a space for the practitioners from the Member States and the EU institutions to exchange information on the progress made in the implementation of gender mainstreaming strategies, and a channel for providing support on the use of the methods and tools.				
Expected results				
EIGE's 2022 development and support on methods and tools for gender mainstreaming aims at (1) increasing knowledge and capacity of policy makers and officials of the EU institutions, the Member States and other stakeholders to effectively implement gender mainstreaming, and (2) fostering uptake of gender mainstreaming methods and tools. One of the objectives of the Thematic Network on Gender Mainstreaming is to contribute to a more effective and sustainable design and implementation of gender mainstreaming, the expertise from its members will be collected and reflected in EIGE's methods.				
Main outputs				
As regards the development of new methods and tools, in 2022, EIGE will finalise and make available the results of its work on gender-responsive public procurement, and continue the work on the integration of gender equality into programme/project cycle with the development of a new toolkit on gender-responsive monitoring and evaluation methodology that will be available in 2023. EIGE will also update and make available at least one method and tool brief on its Gender Mainstreaming Platform. In addition to the assistance provided under the DG REFORM Flagship technical support project (see Activity 6) EIGE will provide technical assistance in the practical implementation of gender mainstreaming to a limited number of stakeholders, given priority to EU institutions. Moreover, up to two working sessions with EIGE's Thematic Network on Gender Mainstreaming on the practical application of methods and tools, including on gender mainstreaming in Covid-19 recovery and resilience measures, will be held in 2022.				
Indicators	Latest results	Target 2022	Source	Means and frequency of verification
Outcome/expected results indicators				
1. Number of GM methods and tools-related references by EU-level organisations (Q1-Q4)	2020 results: 55	>30	Policy monitoring reports	Consolidated Annual Activity Report (CAAR)

2. EU institutions and all Member States informed about toolkit on gender-responsive public procurement	n/a	Yes	PMT	
3. Presentations of the activity related work in stakeholders' events	6	>3	Stakeholder requests database	
Output indicators				
4. New toolkit on gender-responsive public procurement produced	n/a	Released by Q2	PMT	Progress reports to the Management Board (Q2/ Q4)
5. Brief on methods and tools for gender mainstreaming produced and sent to EU institutions and all Member States	n/a	At least 1	PMT	
6. Background information on gender-responsive evaluation collected and draft toolkit produced	n/a	Produced by Q4	PMT	
7. Support provided to EU institutions and Member States	n/a	At least one - up to two institutions supported	PMT	
Total FTEs for this activity		Total budget		
1.89 (1.04 TA, 0.85 CA & SNE)		509,841.56 EUR		

Activity 8: Gender Statistics Database

EIGE's Gender Statistics Database is a centralised, reliable and up to date source on key Gender Statistics and Indicators. It aims to assist EU institutions and the Member States by the collation, analysis and dissemination of reliable and comparable data on equality between women and men, improving quality, production and availability of gender statistics. EIGE ensures that the database is sustained as a key source of reference data on gender statistics and is thus maintained, updated regularly, and accessible in a user-friendly manner. The content of the database reflects the areas of EIGE's work and adds value to policy-making.

Contributing to Strategic objectives:

1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 2) Support the integration of gender perspective in community policies and resulting national policies; 3) Effectively promote gender equality to key stakeholders and target groups

Specific Objective(s): To support EU and Member States' policy-making by improving collection and availability of high quality gender statistics

Overview of the activity

In 2022, the focus of the Database will be on providing continuity to EIGE's statistical data collection for which the agency is a primary, unique and harmonised source, such as Women and Men in decision-making, Intimate Partner Violence or survey data collected by EIGE (e.g. on socio-economic consequences of the COVID-19 crisis). Dissemination of relevant gender statistics collected by other prominent data providers shall progressively become better aligned to EIGE's programming areas.

Through the ongoing process of maintaining and updating its Database, EIGE will keep highlighting remaining gaps on collection and availability of gender statistics and setting standards on mainstreaming gender into statistical data production. The goal is to allow engendering the statistics avoiding gender bias in EU statistical projects, programmes and policies.

Having in mind that gender statistics and indicators are an integral part of gender mainstreaming throughout the entire policy cycle, EIGE will share and promote quality standards for the production of gender sensitive statistics with a gender mainstreaming approach in data collection activities.

Hence, gender statistics are an essential part of the monitoring and evaluation of projects and programmes implementation as well as policies outcomes. EIGE will promote this approach with prominent statistical providers at national and EU level aiming to define from the very start of the process how the gender dimension

<p>should be taken into account in each planned statistical step. Aiming to create synergies and complementarities with statistics users and producers of statistical data, the agency will strengthen the engagement process of key stakeholders for gender statistics. Giving preference to its unique statistical data collection, EIGE will communicate and promote the Database through analytical briefs and statistical notes helping users to digest data in a meaningful manner and making statistics accessible to users who may prefer to read about the most important trends shown by the data. Within the framework of a separate agreement with DG NEAR, valid until the end of 2022, EIGE will collect data on women and men in decision-making in the pre-accession countries.</p>				
Expected results				
<p>Through its Gender Statistics Database EIGE envisages supporting communication, promoting production in order to address gender statistics gaps and encouraging use of gender statistics within the EU through innovative tools and appropriate communication channels. As a knowledge management and communication tool, the Database is aiming to support the use of evidence for better informed gender policy decisions outreaching the needs of stakeholders.</p>				
Main outputs				
<p>With the Database EIGE aims supporting the development of gender statistics through its alignment to defined gender issues considered within the EU policy framework such as the Gender Equality Strategy 2020-2025. Therefore, EIGE will update relevant gender statistics coming from external providers (e.g. Eurostat, Eurofound, FRA) and will also collect and update unique statistics on Women and Men in decision-making. The database also works as a tool to support Member States in the process of statistical data collection where comparable statistical information is still dwarf such as gender-based violence. EIGE will continue to collect and update data in this area. In order to disseminate its unique data, namely on Women and Men in decision making and violence against women among stakeholders and general public, EIGE will regularly produce short statistical briefs. In parallel, EIGE shall create synergies and complementarities with key strategic stakeholders at national and international level, including those with similar initiatives on gender statistics. To achieve this, EIGE will organise experts' meeting/online discussions on most relevant developments and specific topics related to EIGE's Gender Statistics Database activities.</p>				
Indicators	Latest results	Target 2022	Source	Means and frequency of verification
Outcome/expected results indicators				
1. Number of references to Gender Statistics Database by EU-level organisations (Q1-Q4)	2020: 31	>20	Policy monitoring reports	Consolidated Annual Activity Report (CAAR)
2. Presentation of the Gender Statistics Database in stakeholders' events (tool or data) (Q1-Q4)	2020: 6	>3	Stakeholder requests register	
Output indicators				
3. Gender statistics from prominent external providers regularly updated (Eurostat, Eurofound, others)	All indicators considered in the Database updated by Q4	Updated on time, Q4	Gender Statistics Database	Progress reports to the Management Board (Q2/Q4)
4. Statistics on Women and Men in decision making collected and updated	Collected and published on time for Q1, Q2, Q3 and Q4	Collected and published on time for Q1, Q2, Q3 and Q4	Gender Statistics Database	
5. Statistics for GBV entry point collected and updated	Q4	Collected and updated on time, Q4	Gender Statistics Database	
6. Experts' meeting/online event on EIGE's Gender Statistics Database	1	1	PMT	
7. Short statistical briefs on Women and Men in decision making and supporting the topical area of the year regularly published	4 statistical briefs published on time, Q4	4 statistical briefs published on time, Q4	PMT	
Total FTEs for this activity		Total budget		
1.09 (0.64 TA, 0.45 CA & SNE)		731, 626.46 EUR		

2.3 Communicating Gender Equality

EIGE’s founding regulation tasks the Institute to promote and raise awareness on gender equality among its stakeholders and EU citizens. To support this mandate, EIGE will continue to manage all knowledge produced by the Institute to enable timely and innovative communication that meets the targeted needs of key stakeholders. Communications and stakeholder relations are supported by knowledge management activities, which ensure the efficiency and relevance of this area of work.

Activity 9: Building and maintaining stakeholder relations

The overall objective of this activity is to ensure that EIGE’s work focuses on areas of political relevance and that EIGE’s resources are used by its stakeholders. In order to meet this objective, the Institute systematically follows the current political framework and actively looks for opportunities where EIGE’s resources can be used for improving gender equality in the EU.

Contributing to Strategic objectives:
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 3) Effectively promote gender equality to key stakeholders and target groups
Specific Objective(s): To identify relevant European Union policies in the area of “the Green Deal” which EIGE’s work could support and to strengthen the gender-perspective of EU policy processes in the area of “An Economy that works for people” with EIGE’s knowledge and evidence.
Overview of the activity
In line with the priorities of the European Commission’s Gender Equality Strategy 2020-2025, in 2022, EIGE will focus on providing targeted input and support to stakeholders working with the thematic priorities of gender-based violence and an economy that works for people. These include European Commission DG JUST, DG HOME, DG EMPL; European Parliament FEMM, LIBE and EMPL committees; EPSCO, JHA and other relevant Council configurations. In preparation of the 2023 thematic priority of the Green Deal, EIGE will identify and establish contacts with relevant stakeholders in the EU institutions and Member States. In addition, EIGE continues with its horizontal work to strengthen the gender equality agenda through consultations, input to EU-level policy documents and awareness raising to gender equality policymakers. Stakeholder engagement work related to activities under Actions A and B is described in the respective activities above
Expected results
As a result of this activity, EIGE will understand the needs of the EU gender equality policymakers, allowing the Institute to respond its future research in areas of high political relevance. In 2022, EIGE’s work on the “Economy that works for people” will strengthen the gender perspective in EU policies in the area. EIGE expects close cooperation and strategic relationships with stakeholders at the EU and Member States level in the respective policy areas, so that EIGE’s data and findings will inform possible policies in these areas.
Main outputs
EIGE’s data and findings will provide input to the legislative and policy discussions at the European Parliament, Council of the EU and European Commission; EIGE will participate and present its findings at high-level political events to support the work of gender equality policy-makers at relevant EU institutions. To gather further evidence in the thematic area of the Green Deal, EIGE will organise thematic Experts’ Forum meeting focusing in the area. The Experts’ Forum is an independent advisory body of the Institute. It plays an important role in bringing specific knowledge and expertise on gender equality to EIGE. This knowledge transfer and cooperation allows EIGE to access and exchange information that otherwise may not be available in-house. In addition, EIGE will organise and participate in stakeholder meetings, including presentations to the upcoming Presidencies and country visits to Member States with the aim of supporting national discussions on gender equality with facts and data. EIGE will organise the flagship gender equality event, held under the auspices of the EU Presidency, where the results of the Gender Equality Index and other findings will be presented. In 2022, EIGE will establish a liaison office in Brussels with an aim to provide direct support via bilateral meetings to its key stakeholders in EU institutions.

Indicators	Latest results	Target 2022	Source	Means and frequency of verification
Outcome/expected results indicators				
1. References to EIGE's work in EU policy documents	2020 results: 482	>350	Policy monitoring report	Consolidated Annual Activity Report (CAAR)
2. Input provided to EU-level policy documents	2020 results: 11	>5	Stakeholder requests database	
3. Presentations at high-level policy discussions (e.g. ministerial/commissioner/parliamentary level meetings)	2020 results: 11	At least 9	Stakeholder requests database	
Output indicators				
4. Meetings with institutional stakeholders organised (annual flagship event, country visits, Experts' Forum)	8	At least 5	PMT	Progress reports to the Management Board (Q2/Q4)
5. Cooperation plans with Presidencies of Sweden and Spain agreed	n/a	By Q2/Q4	PMT	
6. Meetings with officials from the EU institutions held	n/a	Up to 65	Stakeholder requests database	
Total FTEs for this activity		Total budget		
4.25 (1.95 TA, 2.30 CA & SNE)		833,283.69 EUR		

Activity 10: EIGE's communication campaigns and activities

EIGE's communication activities promote EIGE's research findings to stakeholders in engaging, clear and creative ways. Communication activities connected to Actions A and B are described in the relevant sections above. Activity C describes EIGE's horizontal communication activities and those related to the annual priority topics in 2022: 'gender-based violence' and 'an economy that works for people'.

Contributing to Strategic objectives:
3) Effectively promote gender equality to key stakeholders and target groups.
Specific Objective(s): Develop concise and easy-to-understand communication messages and products that are presented in an engaging and innovative way.
Overview of the activity
EIGE aims to promote gender equality and raise stakeholder interest and support by developing communication messages, products and visuals that are clear and engaging. To ensure timely and useful communication that meets the needs of key stakeholders, EIGE will prepare communication campaigns on the thematic priorities: gender-based violence and an economy that works for people. Communication campaigns consist of either a press release or news alert, a related visual or audio-visual product and background material, which EIGE promotes through the website, social media and newsletter. Given the potential for outreach and policy impact, EIGE aims for a proactive media engagement by identifying relevant journalists, organising press briefings, and providing prompt, accurate replies to all media requests. To further the reach of its media activities and spread the message of gender equality to EU citizens, EIGE regularly communicates its findings directly to members of the Journalist Thematic Network. The network is coordinated by EIGE, and members work for mainstream media outlets across the European Union.
Expected results

As a result of EIGE’s work within this activity, we expect to sustain EIGE’s media coverage, social media outreach and newsletter followers, in line with the 2020 baseline. The aim is for EIGE to be the first reference point for policymakers, experts, journalists and citizens in the EU searching for information and resources about gender equality.				
Main outputs				
EIGE’s news alerts and newsletters give an easy-to-understand explanation of key research findings and news for policymakers. Press releases and press briefings support EIGE’s engagement with the media. Audio-visual products, such as infographics, GIFs and videos present information in a creative and concise way, and aim to engage a wide range of stakeholders. EIGE’s social media posts on Facebook, Twitter, LinkedIn are used for raising awareness about EIGE’s work and bringing users to EIGE’s website and EuroGender. Two communication campaigns aim to raise awareness about EIGE’s work on the thematic priorities.				
Indicators	Latest results	Target 2022	Source	Means and frequency of verification
Outcome/expected results indicators				
1. Number of media articles/broadcasts mentioning EIGE	2020 results: 2843	>2000	Media monitoring reports	Progress reports to the Management Board (Q2/Q4)
2. Number of responded media requests	2020 results: 95	>75	Media request database	
3. Outreach on Facebook/Twitter and LinkedIn	2020 results: 4,299,383	> 3,500,000	Social media monitoring reports	
4. Number of newsletter subscribers	2020 result: 6619	>6000	EIGE’s CRM system	
Output indicators				
5. News alerts/press releases on priority topics	2020 results: 16 on all topics	At least 4 news alerts/press releases	EIGE’s website	Progress reports to the Management Board (Q2/Q4)
6. Press briefings for journalists	2020 results: 2	2 press briefings	MB Progress report	
7. Regular posts on EIGE’s social media channels	2020 results: 260 a quarter	At least 180 posts on EIGE’s social media channels per quarter.	Social media plan	
8. Visual/audio-visual materials for priority topics	2020 results: 2 packages	2 packages of audio-visual materials	MB Progress report	
9. EIGE’s newsletter	6 newsletters	4 newsletters	MB Progress report	
Total FTEs for this activity		Total budget		
2.90 (2.90 TA, 0 CA & SNE)		691, 191.06 EUR		

Activity 11: Facilitating knowledge management

This activity consists of the tasks needed to facilitate efficient knowledge production and dissemination as well as monitoring and evaluation of the impact of EIGE’s work.

Contributing to Strategic objectives:
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 3) Effectively promote gender equality to key stakeholders and target groups.
Specific Objective(s): Improve the efficiency of knowledge production by managing the relevant tools, monitoring and evaluation of EIGE’s achievements and facilitating organisational learning.

Overview of the activity				
EIGE will continue to invest in its digital tools which support knowledge production and internal information flow. This activity will also provide a monitoring mechanism for evaluating EIGE's impact on policy making, acting as the necessary feedback for EIGE's future strategic actions.				
Expected results				
The efficiency and interconnectivity of EIGE's digital tools will be improved, leading to a more effective knowledge production. An analysis of EuroGender's performance and user feedback will inform the platform's update, planned for 2023. The production of EIGE's publications and translations will continue to be supported by the Publications' Office and CdT. EIGE will continue monitoring and evaluating the use of its outputs by stakeholders, and feed these insights into the planning of future work. Based on the results of the website evaluation in 2021, EIGE's website upgrade planned for 2022 will follow the trends on online communication e.g. personalised suggestions, cleaner design, mobile first approach, and topic-based communication.				
Main outputs				
Informed by an internal survey, EIGE's knowledge management tools will be improved, with a focus on EIGE's Intranet, EuroGender, Contact Relationship Management (CRM) system, and planning and monitoring tools. EIGE's website will be upgraded following the relevant analysis performed in 2021. In preparation for the EuroGender's planned update in 2023, EuroGender's functionalities and technical infrastructure will be reviewed in 2022. EIGE will analyse its performance and collect feedback from its users, which will form the basis of the requirements for Eurogender's update. The service level agreements with the Publications Office (PO) and the Centre for Translation (CdT) will be maintained. EIGE will also work together with the PO and CdT to improve the quality of the produced publications and translations. EIGE will continue to monitor its outreach, providing strategic insights for future planning and improvement. The Resource and Documentation Centre will continue to provide EIGE's staff access to necessary resources for effectively performing their tasks and inform EIGE's stakeholders on gender equality resources available in libraries across the EU.				
Indicators	Latest results	Target 2022	Source	Means and frequency of verification
Outcome/expected results indicators				
1. Website, EuroGender and RDC meet the needs of stakeholders	n/a	Satisfaction level above 70%	User feedback analysis	Survey report
2. Intranet, CRM, DMS support the work of EIGE	n/a	At least 70% of respondents agree with this statement	Internal survey	Survey report
Output indicators				
3. Intranet, CRM, DMS updated	Latest update in 2016	Finalised by Q3	Approved delivery report	PMT tool
4. EIGE's website upgraded	Last upgrade in 2019	Upgraded website published by Q4	Website	MB progress report
5. EuroGender performance and user feedback analysis carried out	Latest update in 2019	Delivered by Q3	Survey report	
6. Timely production of publications/translations	N/A	At least 75% of EIGE's publications produced within the production timeframe agreed with PO/CdT	PMT tool	
7. Policy impact monitoring reports	12 monthly and 4 quarterly reports	12 monthly and 4 quarterly reports	Monitoring reports	
8. Updated selection of resources and catalogue in the RDC	2020 result: 80	At least 100 new resources available in EIGE's online and physical library	EIGE's website	
Total FTEs for this activity		Total budget		

2,49 (1,59 TA, 0,9 CA & SNE)	390,597.06 EUR
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Activity 12: Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018-2022)

Contributing to Strategic objectives:				
1) Contribute to better informed and evidence-based policy and decision-making to achieve gender equality and fight discrimination based on sex; 3) Effectively promote gender equality to key stakeholders and target groups.				
Specific Objective(s): As defined in the contract agreement with DG NEAR, this activity aims to strengthen the capacities of IPA beneficiaries in monitoring and mainstreaming gender equality to contribute to regional cooperation and gender equality awareness in the Western Balkans and Turkey.				
Overview of the activity				
The activity aims to support the EU Candidate countries and potential candidates in the approximation to and adoption of the EU gender equality acquis, in preparation for their accession. EIGE has worked with IPA projects since 2013. This is the fifth IPA project, lasting until the end of 2022. This project focuses on establishing necessary gender equality tools and concrete monitoring mechanisms, and strengthening the institutional mechanisms for gender equality in the beneficiary countries. The project also contributes to improved regional cooperation, in line with the objectives outlined in the EU Enlargement Package and the Commission's Western Balkans Strategy.				
Expected results				
In 2022, EIGE aims to support up to two beneficiary countries in developing a full or partial national Gender Equality Index, facilitating comparison in gender equality progress within the Western Balkans and Turkey and with the EU. All seven IPA beneficiaries will also have their data available in the Women and Men in Decision Making Database and up to two IPA beneficiaries are expected to develop their first composite indicators for measuring violence against women. The IPA beneficiaries will also benefit from gender equality capacity building by participating in meetings and events organised by EIGE.				
Main outputs				
EIGE will provide expertise to IPA beneficiaries in the development of tools to monitor their gender equality progress, such as national Gender Equality Indices and composite indicators for measuring violence against women, both based on EIGE's methodology. Another important output refers to data collection of all seven IPA beneficiaries in the Women and Men in Decision Making Database. Another main output is that EIGE will organise regional coordination meetings with the IPA beneficiaries and support the production of national versions of EIGE's Glossary and Thesaurus for up to two local languages. Last but not least, information on gender equality progress will be disseminated and consulted in the EU candidate countries and potential candidates; EIGE will collect examples of good practices from IPA beneficiaries.				
Indicators	Latest results	Target 2022	Source	Means and frequency of verification
Outcome/expected results indicators				
1. IPA beneficiaries are supported in measuring their progress in gender equality	2020 results: two Indices (Albania and Montenegro) developed and published. All WMDM indicators populated for all 7 IPA beneficiaries.	Up to 1 Index developed and one Index published and available online. All WMDM indicators populated for all 7 IPA beneficiaries, Composite indicators on VAW developed by 2 IPA beneficiaries	Governments and National Statistical offices website; EIGE Gender Statistics Database	Annual report to DG NEAR
2. Improved capacity of IPA beneficiaries in gender equality	n/a	>75% participants benefit from the meetings	Evaluation report from EIGE events	Annual report to DG NEAR
Output indicators				

3.	EIGE's support to IPA beneficiaries developing their national Gender Equality Index	2020 results: 2 IPA beneficiaries	2 IPA beneficiaries	IPA Index reports	Annual report to DG NEAR
4.	Regional coordination meetings with IPA beneficiaries	2020 results: 1 meeting	2 meetings	EuroGender	Annual report to DG NEAR
5.	Regional Thematic event	2020 results: 1	1 meeting		
6.	Data collected from IPA beneficiaries for Women and Men in Decision Making Database	2020 results: 7	7 IPA beneficiaries	EIGE Gender Statistics Database	Gender Statistics Database, available online
7.	EIGE's support to IPA beneficiaries developing composite indicators for measuring VAW	N/A	2 IPA beneficiaries	IPA Index reports	Annual report to DG NEAR
8.	IPA participants engaged in EIGE's events	2020 result: 60	Up to 20 participants	Lists of participants	Annual report to DG NEAR
9.	Support the production of national versions of EIGE's Glossary and Thesaurus	N/A	2 national versions prepared	Governments and National Statistical offices' websites	Annual report to DG NEAR
10.	Examples of good practices collected from IPA beneficiaries	N/A	21 examples of good practices drafted (3 per IPA beneficiary)	EIGE's website	EIGE's IPA project webpage
Total FTEs for this activity			Total budget¹⁷		
2.1 (0.1 TA, 2 CA)			172,500.00 EUR		

2.4 Organisation, Administration and Functioning of EIGE (Horizontal)

The Institute is divided into the following units: the Operations Unit, the Knowledge Management and Communications Unit, as well as the Director's Secretariat and the Administration Unit, the last two dealing primarily with horizontal tasks.

This section reports on the horizontal tasks that support the fulfilment of operational objectives.

In 2022, EIGE will undergo its second external evaluation, as described in Annex IX.

Activity 13: Procurement and Facility Management

Specific Objective(s):

To manage the premises in line with the evolving needs of EIGE and to further improve the effectiveness and efficiency of procurement processes for the completion of the Work Programme.

¹⁷ The IPA activity is funded exclusively by a grant agreement including operational budget and two Contract Agent posts (see Annex III).

Overview of the activity				
Procurement procedures will be carried out in line with the 2022 Procurement Plan, in order to support the continuity of EIGE's services, as well as to further digitalise procurement and reporting processes and procure additional services, where needed. The rental agreement for EIGE's permanent premises was signed on 27.11.2012 and runs for 5+5 years. The current contract will expire in 2023 and will be replaced by a new rental agreement. Moreover, following a procurement procedure conducted in 2021, EIGE will set-up the premises for its liaison office in Brussels, which will become operational as of 2022 (the estimated costs in 2022 are presented in the building forecast in Annex VII).				
Expected results				
In the programming period, it is expected to achieve a full digitalization of procurement services, thus, a full implementation of the e-procurement strategy. As regards facility management, the expected result is to sign and implement the new rental contract and to manage the premises in accordance with the needs of EIGE.				
Main outputs				
<ul style="list-style-type: none"> Annual procurement plan in place and successfully implemented. Training sessions on procurement processes held whenever needed. Paperless procurement and procurement monitoring tools used. New rental contract signed 				
Indicators	Latest results	Target 2022	Source	Means and frequency of verification
1. At least 90% implementation of the adopted 2022 Procurement Plan	96.55%	Q4 2022	Minutes of the management meetings, Procurement Plan, Requests registered in DMS	Management meetings minutes, CAAR
2. Regular procurement trainings to EIGE staff	2	>1/year		
3. E-procurement strategy fully implemented	E-tendering and e-submission tools implemented	Q4 2022		
4. Average completion time for requests for work ¹⁸ submitted (repairs, moves, alterations).	Available as of 2022	<5		
Total FTEs for the activity		Total budget		
2.32. (0.32 TA, 3 CA & SNE)		294, 291.91 EUR		

Activity 14: Human Resources Management

<p>Specific Objective(s):</p> <p>To recruit staff resources in line with EIGE's Establishment Plan, to complete the annual performance appraisal exercise and to ensure that staff members are offered appropriate training opportunities aimed to improve their skills and competencies.</p>
Overview of the activity
<p>The Human Resource (HR) function within the Administration Unit continues to streamline the internal HR processes and procedures, in light of the implementation of the Staff Regulation and its Implementing Provisions as well as by adopting more efficient HR tools, such as Sysper 2 and e-recruitment tool. This work will continue in 2022, as new Model Decisions for Agencies are being developed and HR policies in the areas are envisaged. The Administration Unit will strive to maintain the quality of HR services also in 2022.</p>
Expected results

¹⁸ Non-structural repairs and alterations such as furniture or IT equipment. Building related repairs and alterations are entirely managed by the landlord.

In the programming period, it is expected to achieve a high implementation of the Establishment Plan and complete all recruitment procedures in a timely manner. Moreover, it is planned to adapt HR procedures to the new Implementing Rules and have Sysper 2 fully functioning as the main HR management tool.

Main outputs

- Staff with the necessary knowledge and skills recruited and retained in EIGE.
- Learning and Development activities are made available as per identified needs.
- Annual performance appraisal carried out in line with the adopted rules.

Indicators	Latest results	Target 2022	Source	Means and frequency of verification
1. Average length of recruitment procedures.	3 months	<4 months	Recruitment schedule, Establishment Plan, Management Board Decisions adopting Implementing Rules.	CAAR
2. Minimum occupancy rate of TA posts in the Establishment Plan by the end of 2022.	100%	90%		
3. Percentage of the eligible Agency's staff subject to performance appraisal to undergo evaluation in the 2022 exercise in line with the current Implementing Rules.	100%	100%		
4. Minimum attendance at in-house organised trainings.	80%	>75%		
Total FTEs for this activity		Total budget		
2.85 (1.85 TA, 1 CA & SNE)		400,105.46 EUR		

Activity 15: Budget Implementation

Specific Objective(s):
To draw accurate financial statements that present a fair view of EIGE's financial performance and coordinate the budget planning, consumption forecast, budget reviews and transfer of appropriations aiming at achieving higher budget implementation rates.
Overview of the activity
EIGE has been constantly improving its financial management and budget implementation processes. A number of policies and procedures have been introduced and followed to ensure effective budget management. In 2022 EIGE will continue to outsource its accounting services to the Commission's Accounting Officer. In order to strengthen controls related to the legality and regularity of financial transactions, an ex-post controls exercise will be organised by the end of 2022.
Expected results
The expected result in the programming period is to achieve a good budget implementation in accordance with the targets set and to perform all financial and budgetary transactions in full compliance with the Financial Regulations.
Main outputs
<ul style="list-style-type: none"> • Annual accounts prepared according to current accounting standards, accounting rules and general accepted accounting principles. • High budget implementing rates. • Ex-post controls report

Indicators	Latest results	Target 2022	Source	Means and frequency of verification
1. Final accounts adopted by the deadline.	27 June 2021	By 1 July 2022	ECA Report on Annual Accounts, EP decision on the discharge, Budget implementation reports, Ex-post controls report	Report bi-annually to the MB, report annually in the CAAR.
2. Minimum % budget implementation for commitment appropriation and % for payment appropriation by 31 December 2022.	97.75% 74.82%	> 95 % commitments > 75% payments		
3. Ex-post controls report submitted to the Authorising Officer.	Q4 2021	Q4 2022		
Total FTEs for this activity		Total budget		
3.8 (2.75 TA, 1.05 CA & SNE)		430,817.77 EUR		

Activity 16: Internal Control and Audit

Specific Objective(s):
Implement the audit recommendations in a timely manner and perform regular assessments of the internal control system and manage deficiencies.
Overview of the activity
EIGE implements, reports on in a timely manner and approves all recommendations issued by the Internal Audit Service (IAS), European Court of Auditors (ECA) and external auditors. As a result, EIGE has been granted a discharge for all years for which the discharge procedure has been closed. EIGE will continue, in 2022, to implement in a timely manner all audit recommendations, perform regular assessments of its internal control system and address any deficiencies identified in an effective manner. Moreover, EIGE will implement the actions defined in the Anti-Fraud Strategy 2021-2023 in accordance with the Action Plan set therein.
Expected results
The expected results in the programming period are the implementation of all the audit recommendations in accordance with the Action Plans approved by the Director and agreed upon by the auditors. Moreover, it is expected for EIGE to address all identified internal control deficiencies and improve its internal control system as a result.
Main outputs
<ul style="list-style-type: none"> • Audit recommendations closed • Report on assessment of effectiveness of the internal control system • Declaration of assurance in the CAAR • Report granting discharge to the Director of EIGE for the financial year 2022

Indicators	Latest results	Target 2022	Source	Means and frequency of verification
1. % of ECA audit recommendations implemented on time	100% ¹⁹	> 90%	ECA Report, IAS Report, Discharge Report, Report to the MB	Report annually in the CAAR and to the MB
2. % of IAS audit recommendations implemented on time	98% ²⁰	> 90%		
3. Assessment report of the	Q1 2021	Q1 2022		

¹⁹ Reference to the recommendations on 2020 accounts, implemented in 2021

²⁰ Results refer to 2019, as no recommendations were due to be implemented in 2020

effectiveness of internal control system sent to the Authorising Officer.				
4.Implementation of the Anti-Fraud Strategy 2021-2023 in accordance with the Action Plan.	100%	100%		
Total FTEs for this activity			Total budget	
1.43 (1.43 TA, 0 CA & SNE)			207,571.47 EUR	

Activity 17: ICT Infrastructure

<p>Specific Objective(s): Ensure high-quality level IT support services to enable EIGE’s staff to perform their tasks effectively and ensure effective implementation of the ICT Strategy, and Data Management and Security Policy.</p>
<p>Overview of the activity EIGE’s IT services support EIGE’s operational activities by offering digital solutions and support, helpdesk training and technical guidance, as well as the implementation of the ICT Strategy.</p>
<p>Expected results The main goal in 2022 is to continue and further enhance the alignment of the IT services to EIGE’s strategic goals and objectives, in line with the EIGE ICT Strategy. Furthermore, EIGE will ensure that there is the necessary ICT overarching infrastructure covering multiple units, ensuring synergies (cross-unit) and a unified and secure IT environment.</p>
<p>Main outputs</p> <ul style="list-style-type: none"> • Service oriented, flexible IT environment suited to EIGE’s objectives and needs. • New applications and services made available to the users, in line with the identified needs. • IT requests fulfilled in a timely and efficient manner, adequate IT support rendered to the users. • Timely implementation of EIGE’s ICT Strategy. • Implementation of the data management and security policy.

Indicators	Latest results	Target 2022	Source	Means and frequency of verification
1. Timely completion of the tasks included in the 2022 IT Strategy.	Available in 2022	Q4 2022	Action plan for the IT Strategy, Survey Reports	Report in the meetings of the Administration Unit and in the CAAR.
2. Timely implementation of data management and information security policies following the adopted action plan.	Available in 2022	Q4 2022		
3. % of staff satisfied or very satisfied with the IT services on the basis of an annual satisfaction survey by Q4 2022	Available in 2022	> 85%		
Total FTEs for this activity			Total budget	
2.05 (1.05 TA, 1 CA & SNE)			221,827.56 EUR	

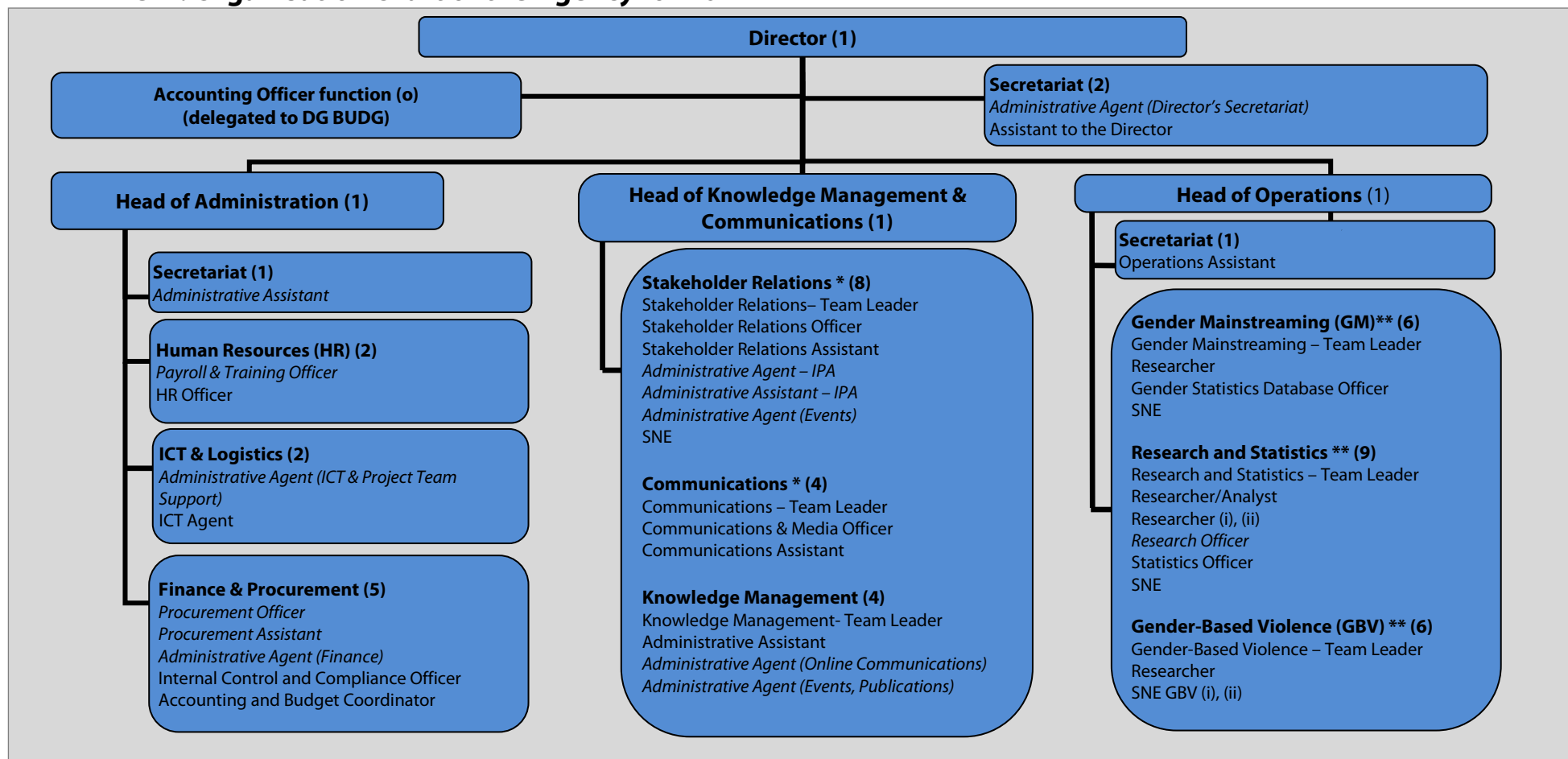
Activity 18: Management Support Assistance

<p>Specific Objective(s): Ensure executive assistance to enable the Director to effectively and efficiently manage both EIGE’s administrative and operational processes.</p>
<p>Overview of the activity</p> <p>The Director’s Secretariat supports the Director by running the Management Board Secretariat, communicating executive and managerial decisions to staff, processing daily workflows, and ensuring that milestones and deadlines are achieved on time.</p>
<p>Expected results</p> <p>A key aim for 2022 is to ensure continuity in the work of the Management Board, placing a particular focus on its triennial rotation in June. Support the Director in running the business of the Agency by applying lessons learned and incorporating best practices into communication and workflow management processes.</p>
<p>Main outputs</p> <ul style="list-style-type: none"> • Catered and dedicated support to EIGE’s Management Board leadership and members. • Organise Induction meeting for the newly appointed members of the sixth Management Board composition. • Organise Orientation meeting for the newly elected Board Chair and Vice-Chair. • Offer timely and efficient responses to information and support requests by the management team and colleagues. • Timely processing of daily workflows and administrative tasks.

Indicators	Latest results	Target 2022	Source	Means and frequency of verification
1. Consult and report to the Management Board	10 June 2021 11 November 2021 (TBC)	2x/year	Summaries of proceedings on EIGE’s website; MB Wrap-up email to all staff; Director messages to all staff; Director’s Secretariat site on EIGE’s Intranet	Report annually in the CAAR.
2. Monitoring and review of the project schedule for key programming documents for submission to the MB and SC	2x/year	2x/year		
3. Communicate management decisions/actions to Units, staff consultations	Weekly staff meetings Quarterly/consultative meetings	Weekly staff meetings Quarterly/consultative meetings		
Total FTEs for this activity		Total budget		
3.85 (1.8 TA, 2.05 CA)		426, 418.44 EUR		

Annexes

Annex I: Organisation chart of the Agency for 2021



Annex II: Resource allocation per Activity 2022-2024

Resource allocation per activity 2022:

Activity Group	Activity	~	Budget allocated	TA	CA & SNE	Tot. FTE
Providing evidence: Research and Data Collection			€ 2,748,065.78	8.21	3.90	12.11
	Monitoring of international commitments and supporting the Presidencies of the Council of the EU		€ 748,882.49	3.08	0.65	3.73
	The Gender Equality Index		€ 826,287.21	3.07	1.25	4.32
	Data collection on Intimate partner violence and femicide		€ 479,188.28	0.70	0.90	1.60
	Development of the indicators on cyber violence against v		€ 203,067.68	0.74	0.85	1.59
	Violence against Women Survey (VAW II)		€ 490,640.12	0.62	0.25	0.87
Supporting gender responsive policies: Gender Mainstreaming and Specific Tools			€ 1,613,749.80	2.40	1.50	3.90
	Policy support on gender mainstreaming		€ 372,281.78	0.72	0.20	0.92
	Methods and tools for gender mainstreaming		€ 509,841.56	1.04	0.85	1.89
	Gender Statistics Database		€ 731,626.46	0.64	0.45	1.09
Communicating Gender Equality			€ 1,915,071.81	6.44	3.20	9.64
	EIGE's communication campaigns and activities		€ 691,191.06	2.90	0.00	2.90
	Building and maintaining stakeholder relations		€ 833,283.69	1.95	2.30	4.25
	Facilitating knowledge management		€ 390,597.06	1.59	0.90	2.49
Organisation, Administration and Functioning of EIGE (Horizontal)			€ 1,981,032.61	9.20	7.10	16.30
	Procurement and Facility Management		€ 294,291.91	0.32	2.00	2.32
	Human Resources Management		€ 400,105.46	1.85	1.00	2.85
	Budget Implementation		€ 430,817.77	2.75	1.05	3.80
	Internal Control and Audit		€ 207,571.47	1.43	0.00	1.43
	ICT Infrastructure		€ 221,827.56	1.05	1.00	2.05
	Management Assistance Support		€ 426,418.44	1.80	2.05	3.85
EIGE Total			€ 8,257,920.00	26.25	15.70	41.95

Resource allocation 2022-2024²¹:

	2021			2022 ²²			2023			2024		
	TA	CA & SNE	Budget allocated	TA	CA & SNE	Budget allocated	TA	CA & SNE	Budget allocated	TA	CA & SNE	Budget allocated
Providing evidence: Research and Data Collection	8.21	3.90	3,030,026	8.21	3.90	2,748,065.78	8.21	3.90	2,807,629	8.21	3.90	2,851,780
Supporting gender responsive policies: Gender Mainstreaming and Specific Tools	2.40	1.50	1,834,126	2.40	1.50	1,613,749.80	2.40	1.50	1,743,031	2.40	1.50	1,775,892
Communicating Gender Equality	6.44	2.03	2,151,675	6.44	3.22	1,915,071.81	6.44	3.22	2,038,647	6.44	3.22	2,079,420
Organisation, Administration and functioning of EIGE (Horizontal)[1]	9.26	7.10	2,052,051	9.26	7.10	1,981,032.61	9.26	7.10	2,002,232	9.26	7.10	2,056,277
TOTAL	26.31	14.53	9,067,878	26.25	15.70	8,257,920	26.25	15.70	8,591,539	26.25	15.70	8,763,370

²¹ EIGE’s Activity-Based Budgeting model was consolidated in 2021 and will allow a full resource allocation at activity level for the entire programming period as of SPD 2023-2025

²² The table does not reflect the additional amount of EUR 175 000 received in EU subsidy and adopted by the Management Board via budgetary amendment procedure (Management Board Decision No MB/2022/013 of 26 October 2022. As the amount was allocated fully to salaries (Title I), it has no impact on planned activities.

Annex III: Financial Resources (Tables) 2022-2024

Table 1 - Revenue²³

General revenues

REVENUES	2021	2022
	Revenues estimated by the Agency	Budget forecast
EU contribution	9,067,878.00	8,432,919.91
Other revenue	0	0

REVENUES	General revenues						
	Executed 2020	Estimated by the agency 2021	2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast ²⁴			
1 REVENUE FROM FEES AND CHARGES							
2 EU CONTRIBUTION	7,749,900.00	9,067,878.00	8,432,919.91	8,432,919.91	-7.00%	8,591,539.97	8,763,370.77
<i>- Of which assigned revenues deriving from previous years' surpluses</i>	82,097.82	141.250,06	274,826.91	274,826.91			
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)							
<i>- Of which EEA/EFTA (excl. Switzerland)</i>							
<i>- Of which candidate countries</i>							
4 OTHER CONTRIBUTIONS							
5 ADMINISTRATIVE OPERATIONS							
<i>- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)</i>							

²³ LATEST UPDATES: According to Fiche No.68, as negotiations for MFF are ongoing the budget for 2022 is 8.4, 2023 8.6, 2024 8.8.

²⁴ The table was updated to reflect the additional amount of EUR 175 000 received in EU subsidy and adopted by the Management Board via budgetary amendment procedure (Management Board Decision No MB/2022/013 of 26 October 2022).

REVENUES	General revenues						
	Executed 2020	Estimated by the agency 2021	2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast ²⁴			
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
TOTAL	7,749,900.00	9,067,878.00	8,432,919.91	8,432,919.91	-7.00%	8,591,539.97	8,763,370.77

Additional EU funding: grant, contribution and service-level agreements

REVENUES	2021	2022	
	Revenues estimated by the Agency	Budget forecast	
TOTAL REVENUES	203,408.32	250,221.82	

REVENUES	Additional EU funding: grant, contribution and service-level agreements ²⁵						
	Executed 2020	Estimated by the Agency 2021	2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)							
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)	145,078.71	203,408.32	250,221.82	250,221.82	23%	148,012.67	N/A
ADDITIONAL EU FUNDING STEMMING FROM SERVICE LEVEL AGREEMENTS (FFR Art. 43.2)							

²⁵ The amounts include the costs of two CAs financed by the IPA grant.

TOTAL	145,078.71	203,408.32	250,221.82	250,221.82	23%	148,012.67	N/A
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			Agency request	Budget forecast			
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)							
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)	145,078.71	203,408.32	250,221.82	250,221.82	23%	148,012.67	N/A
ADDITIONAL EU FUNDING STEMMING FROM SERVICE LEVEL AGREEMENTS (FFR Art. 43.2)							
TOTAL	145,078.71	203,408.32	250,221.82	250,221.82	23%	148,012.67	N/A

Table 2: Expenditure

EXPENDITURE	Commitment/Payment appropriations ***						Envisaged 2023	Envisaged 2024
	Executed 2020	Budget 2021	Draft Budget 2022		VAR N+1/N (%)			
			Agency request	Budget forecast				
TITLE 1 - STAFF EXPENDITURE	3,470,802.59	3,714,663.00	3,992,999.91	3,992,999.91	3%	3,954,732.17	4,033,826.81	
11 Salaries & allowances	3,209,215.71	3,253,763.00	3,538,999.91	3,538,999.91	3.39%	3,490,632.17	3,560,444.81	
- Of which establishment plan posts	2,465,992.74	2,452,583.00	2,718,999.91	2,718,999.91	3.73%	2,647,908.17	2,700,866.33	
- Of which external personnel	743,222.97	801,180.00	820,000.00	820,000.00	2.35%	842,724.00	859,578.48	
12 Expenditure relating to Staff recruitment	2,400.16	84,000.00	31,500.00	31,500.00	-62.50%	32,130.00	32,772.60	
13 Mission expenses	4,183.63	30,000.00	41,500.00	41,500.00	38.33%	42,330.00	43,176.60	
14 Socio-medical infrastructure	97,843.29	108,000.00	120,000.00	120,000.00	11.11%	122,400.00	124,848.00	
15 Training	41,521.59	66,400.00	65,000.00	65,000.00	-2.11%	66,300.00	67,626.00	
16 External Services	115,124.41	164,000.00	187,000.00	187,000.00	14.02%	191,760.00	195,595.20	

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17 Receptions, events and representation	513.8	8,500.00	9,000.00	9,000.00	5.88%	9,180.00	9,363.60
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TITLE 2 - INFRASTRUCTURE AND OPERATING EXPENDITURE	852,560.25	1,540,708.00	1,130,420.00	1,130,420.00	-26.63%	1,193,604.00	1,217,476.08
20 Rental of buildings and associated costs	533,225.66	570,144.00	578,500.00	578,500.00	1.47%	600,270.00	612,275.40
21 Information, communication technology and data processing	202,445.74	241,527.00	255,000.00	255,000.00	5.58%	280,500.00	286,110.00
22 Movable property and associated costs	-	7,000.00	7,000.00	7,000.00	0.00%	7,140.00	7,282.80
23 Current administrative expenditure	76,837.09	563,147.00	110,700.00	110,700.00	-80.34%	118,014.00	120,374.28
24 Postage / Telecommunications	-	-	-	-	-	-	-
25 Meeting expenses	35,573.56	136,890.00	139,560.00	139,560.00	1.95%	146,880.00	149,817.60
26 Running costs in connection with operational activities	0	1,000.00	0	0	-100.00%	0	0
27 Information and publishing	4,478.20	21,000.00	39,660.00	39,660.00	88.86%	40,800.00	41,616.00

TITLE 3 - OPERATIONAL EXPENDITURE	1,475,335.94	3,812,507.00	3,309,500.00	3,309,500.00	-13.19%	3,443,203.80	3,512,067.88
30 Translations	103,306.60	306,407.00	110,000.00	110,000.00	-64.10%	114,444.00	116,732.88
31 Oper Missions	10,901.76	10,000.00	135,000.00	135,000.00	1250.00%	140,454.00	143,263.08
32 Research, statistics and indices	456,421.16	1,181,700.00	615,000.00	615,000.00	-47.96%	639,846.00	652,642.92
33 Gender Based Violence	289,366.97	512,300.00	670,000.00	670,000.00	30.78%	697,068.00	711,009.36
34 Implementing Gender Mainstreaming	248,090.79	1,014,600.00	975,000.00	975,000.00	-3.90%	1,014,390.00	1,034,677.80
35 Stakeholders and Communication	367,248.66	787,500.00	804,500.00	804,500.00	2.16%	837,001.80	853,741.84
36 Effective organisation and bodies of EIGE		-	-	-	-	-	-
40 External assigned expenses		-	-	-	-	-	-
TOTAL EXPENDITURE	5,798,698.78	9,067,878.00	8,432,919.91	8,432,919.91	-7.00%	8,591,539.97	8,763,370.77

Table 3 - Budget outturn and cancellation of appropriations 2017 – 2020

Budget outturn	2017	2018	2019	2020
Reserve from the previous years' surplus (+)				
Revenue actually received (+)	7,841,015.00	7,785,495.00	8,487,270.00	8,146,295.56
Payments made (-)	6,248,416.00	6,508,025.00	6,731,768.00	-5,943,777.49
Carryover of appropriations (-)	1,571,029.00	1,429,532.00	1,679,227.00	-2,400,725.18
Cancellation of appropriations carried over (+)	34,865.00	33,754.00	54,638.00	100,259.43
Adjustment for carryover of assigned revenue appropriation from previous year (+)	71,497.00	200,579.00	10,831.00	372,877.66
Exchange rate differences (+/-)	-248.00	-175.00	-494.00	-103.07
Adjustment for negative balance from previous year (-)				
TOTAL	127,684.00	82,096.00	141,250.00	274,826.91

Budget outturn	274,826.91 EUR
Cancellation of commitment appropriations	174,670.55 EUR
Cancellation of payment appropriations for the year	174,539.45 EUR
Cancellation of payment appropriations carried over	100,259.43 EUR

Annex IV: Human resources - quantitative

Table 1: Staff population and its evolution. Overview of all categories of staff

A. Statutory staff and SNE

Staff	2020			2021	2022	2023	2024
	Authorised Budget	Actually filled as of 31/12/2020	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	21	21	100	21	21	21	21

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Staff	2020			2021	2022	2023	2024
Assistants (AST)	6	6	100	6	6	6	6
Assistants/Secretaries (AST/SC)	0	0	0	0	0	0	0
TOTAL ESTABLISHMENT PLAN POSTS	27	27	100	27	27	27	27
EXTERNAL STAFF	FTE corresponding to the authorised budget	Executed FTE as of 31/12/2020	Execution Rate %	Headcount as of 31/12/2020	FTE corresponding to the authorised budget	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	10	10	100	12 ²⁶	10	10	10
Seconded National Experts (SNE)	5	2	40	2	5	5	5
TOTAL EXTERNAL STAFF	15	12	80	14	15	15	15
TOTAL STAFF	42	39	92.86	41	42	42	42

²⁶ Out of the 12, two are short term contracts to cover for maternity/parental absences

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	Year 2021	Year 2022	Year 2023	Year 2024
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	2	2	2	0
Seconded National Experts (SNE)	0	0	0	0
TOTAL	2	2	2	0

C. Other Human Resources

- Structural service providers²⁷

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

- Interim workers

	Total FTEs in year 2020
Number	5.2

Table 2: Multi-annual staff policy plan year 2022-2024

Function group and grade	Year 2020				Year 2021		Year 2022		Year 2023		Year 2024	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AD 16												
AD 15												
AD 14				1		1		1		1		1
AD 13												

²⁷ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, for example, the following general criteria should be fulfilled: 1) no individual contract with the Commission 2) on the Commission premises, usually with a PC and desk 3) administratively followed by the Commission (badge, etc) and 4) contributing to the added value of the Commission

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Function group and grade	Year 2020				Year 2021		Year 2022		Year 2023		Year 2024	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AD 12				1		2		2		2		2
AD 11				1		2		2		2		2
AD 10				2		4		4		4		4
AD 9				1		2		2		2		2
AD 8				2		4		4		4		4
AD 7				8		3		3		3		3
AD 6				1		3		3		3		3
AD 5				4		0		0		0		0
AD TOTAL		21		21		21		21		21		21

AST 11												
AST 10												
AST 9				1		1		1		1		1
AST 8						1		1		1		1
AST 7						2		2		2		2
AST 6				3		2		2		2		2
AST 5				1								
AST 4				1								
AST 3												
AST 2												
AST 1												
AST TOTAL		6		6		6		6		6		6
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												
AST/SC 2												
AST/SC 1												
AST/SC TOTAL												
TOTAL		0		0		0		0		0		0
GRAND TOTAL		27		27		27		27		27		27

External personnel

Contract Agents

Contract agents	FTE corresponding to the authorised budget 2021	Executed FTE as of 31/12/2021	Headcount as of 31/12/2020	FTE corresponding to the authorised budget 2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024
Function Group IV	3	3	3	3	3	3	3
Function Group III	5	5	7 ²⁸	5	5	5	5
Function Group II	2	2	2	2	2	2	2
Function Group I	-	-	-	-	-	-	-
TOTAL	10	10	12	10	10	10	10

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget 2020	Executed FTE as of 31/12/2020	Headcount as of 31/12/2020	FTE corresponding to the authorised budget 2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024
	5	2	2	5	5	5	5

²⁸ Includes two agents on short term contracts to cover for maternity/parental absences.

Table 3 – Recruitment forecasts 2022 following retirement/mobility or new requested posts
(information on the entry level for each type of posts: indicative table)

Job title in the Agency	Type of contract (Official, TA or CA)		TA/Official		CA
	Due to foreseen retirement/mobility	New post requested due to additional tasks	Function group/grade of recruitment internal (Brackets) and external (single grade) foreseen for publication *		Recruitment Function Group (I, II, III and IV)
			Internal (brackets)	External (brackets)	

*Indication of both is required

** Justification to be added

Number of inter-agency mobility Year 2021 from and to the Agency

Annex V: Human resources qualitative

A. Recruitment policy

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	x		
Engagement of TA	Model Decision C(2015)1509	x		
Middle management	Model decision C(2018)2542		x	Commission decision C(2016) 7270
Type of posts	Model Decision C(2018)8800		x	Commission Decision C(2013)8979

B. Appraisal of performance and reclassification

Implementing rules in place:

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

Table 1: Reclassification of temporary staff/promotion of officials

Average seniority in the grade among reclassified staff							
Grades	Year 2016	Year 2017	Year 2018	Year 2019	Year 2020	Actual average over 5 years ²⁹	Average over 5 years (According to decision C(2015)9563)
AD05	4 years, 11 months	2 years		2 years		2.72	2.8
AD06	3 years, 1 month	2 years	4 years	3 years, 3.5 months 3 years, 8 months 2 years, 7.5 months	2 years	2.95	2.8
AD07					3 years, 3.5 months	3.29	2.8
AD08			7 years, 8.5 months			7.71	3
AD09			2 years, 4 months		5 years	3.66	4
AD10					2 years	2.00	4
AD11							4
AD12							6.7

²⁹ Duration in post of each agent in the grade who was reclassified, added up and divided by number of agents reclassified in this grade over the five years. The actual average is in years.

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AD13							6.7
AST1							3
AST2							3
AST3							3
AST4	3 years, 4.5 months					3.37	3
AST5			4 years	4 years		4.00	4
AST6							4
AST7			4 years			4.00	4
AST8					2 years	2.00	4
AST9							N/A
AST10 (Senior assistant)							5
AST/SC							
AST/SC1							4
AST/SC2							5
AST/SC3							5.9
AST/SC4							6.7
AST/SC5							8.3

Table 2: Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2019	How many staff members were reclassified in 2020	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17				Between 6 and 10 years
	16				Between 5 and 7 years
	15	1			Between 4 and 6 years
	14	2	1	3 years	Between 3 and 5 years
	13	2	1	2 years	Between 3 and 5 years
CA III	11				Between 6 and 10 years
	10	4			Between 5 and 7 years
	9	3	1	2 years, 7.5 months months	Between 4 and 6 years
	8				Between 3 and 5 years
CA II	6	1			Between 6 and 10 years
	5	1			Between 5 and 7 years
	4				Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

C. Gender representation

Table 1: Data on 31/12/2020

Gender Representation On 31/12/2020	Temporary AD		Temporary AST		Contract Agents		Seconded National Experts		Trainees		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Women	15	71%	4	67%	11 ³⁰	79%	2	100%	4	100%	36	77%
Men	6	29%	2	33%	3	21%	0	0%	0	0%	11	23%
Total	21	100%	6	100%	14	100%	2	100%	4	100%	47	100%

Table 2: Data regarding gender evolution over 5 years of the Middle and Senior management³¹

Middle and Senior Management	2016		2020	
	Number	%	Number	%
Women	4	100%	3	75%
Men	0	0%	1	25%

D. Geographical balance

³⁰ The figure includes two agents financed under IPA.

³¹ As at 31 December 2016 and 2020 respectively.

Table 1: Data on 31/12/2020

Explanatory figures to highlight nationalities of staff (split per Administrator/CA FG IV and Assistant /CA FG I, II, III)

Table 1 - Data on 31/12/2020 - statutory staff only (officials, AT and AC)

Nationality	AD + CA FG IV		AST/SC- AST + CA FGI/CA FGII/CA FGIII		TOTAL ³²	
	Number (Max 24)	% of total staff members in AD and FG IV categories	Number (Max 17)	% of total staff members in AST SC/AST and FG I, II and III categories	Total Number (Max 41)	% of total staff
Belgian	1	0.04			1	0.02
Croatian			1	0.06	1	0.02
Czech	1	0.04			1	0.02
Estonian	1	0.04			1	0.02
Finnish	1	0.04	1	0.12	2	0.05
French	2	0.08	1	0.06	3	0.07
Greek	1	0.04	1	0.06	2	0.05
Italian	1	0.04			1	0.02
Latvian			2	0,12	2	0.05
Lithuanian	7	0.29	9	0.53	16	0.39
Maltese	1	0.04			1	0.02
Dutch	1	0.04			1	0.02
Polish	2	0.08			2	0.05
Portuguese	1	0.04			1	0.02
Romanian	1	0.04	1	0.06	2	0.05
Slovenian	1	0.04			1	0.02

³² Figures exclude two seconded national experts and four trainees.

Spanish	2	0.08	1	0.06	3	0.07
Total	24	1.00	17	1.00	41	1.00

Table 2: Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality ³³	2016		2020	
	Number	%	Number	%
Lithuanian	16	32%	16	39%

E. Schooling

Agreement in place with the European School(s) of N/A				
Contribution agreements signed with the EC on type I European schools	Yes		No	X
Contribution agreements signed with the EC on type II European schools	Yes		No	X

³³ Includes trainees and seconded national experts as at 31 December 2016 and 2020 respectively.

Number of service contracts in place with international schools:	20
Description of any other solutions or actions in place: Not applicable	

Annex VI: Environment management

To reduce the impact of its operations on the environment, EIGE will continue in 2022 to maintain the following practices:

- EIGE is sharing the premises with the EC representation and the EP information office in the Republic of Lithuania - that allows sharing costs for security services, cleaning services, meeting rooms and maintenance of the premises.
- EIGE is recycling paper, plastic and other waste.
- A provision of environmental consideration is included in tender's Technical specifications. Recycling aspect are included in cleaning services technical requirements.
- The majority of office supplies are purchased with eco-label, paper recycling.
- Printing option is set by using duplex format.
- During induction meetings environmental aspects are highlighted for the newcomers.
- Missions Management tool (MMT) includes an electronic workflow for mission approval, also mission report is created in the MMT instead of hard copy.
- The landlord is acquainted with EMAS and constantly is working to improve the environmental performance of building with real estate portfolio and new developments as provided in their technical offer.

Moreover, in 2019, EIGE nominated a Green Officer with the task to propose a framework and measures to reduce negative impacts on the environment caused by EIGE's operations. In order to support the work of the Green Officer an informal eco-group was established in 2020. The eco-group will continue to work in 2022 and is expected to propose to the management green measures regarding:

- Energy efficiency – use of electricity, renewables and heating;
- Materials efficiency – paper usage, printing processes and similar;
- Water usage – drinking and waste water;

- Waste – recycling and zero waste concept;
- Carbon dioxide emissions - emissions caused by air travel

The main tasks of the eco-group in 2022 will be:

- Discuss and agree on environmentally relevant monitoring the implementation of indicators;
- Establish baselines and propose SMART objectives to reduce the negative impacts of our operations in 2022;
- Propose additional green measures;
- Organise staff awareness on environmental sustainability.

Annex VII: Building policy (table)

#	Building Name and type	Location	SURFACE AREA(in m ²)			RENTAL CONTRACT					Host country (grant or support)
			Office space	non-office	Total	RENT (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	Europa House (multipurpose building)	Gedimino pr.16, Vilnius, Lithuania	1535.34	516.79	2052.13	410 000€	5+5	Rent	N		No
2	EIGE Liaison Office	Brussels (location t.b.d.)	120	50	170	40 000€	2	Rent	Y		No
TOTAL			1655.34	566.79	2222.13	450 000€					

Annex VIII: Privileges and immunities (table)

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
<ul style="list-style-type: none"> - The premises of the Institute are inviolable. They are exempt from search, requisition, confiscation or expropriation. - The property and assets of the Institute, wherever located and by whomsoever held, are not subject to any administrative or legal measure of constraint without the authorisation of the Court of Justice of the European Union. - The archives of the Institute are inviolable. - The Institute, its assets, revenues and other property are exempt from all direct taxes. The Institute is exempt from value added tax and excise duties, when it is making purchases for the official use. - The Institute is exempt from all customs duties, prohibitions and restrictions on imports and exports in respect of articles intended for its official use. - The Institute is also exempt from any customs duties and any prohibitions and restrictions on imports and exports in respect of its publications. 	<ul style="list-style-type: none"> - Immunity from jurisdiction as regards acts carried out by them in their official capacity, including their spoken and written statements. This immunity shall continue after cessation of their functions. - Exemption from regulations restricting immigration and formalities for the registration of foreigners. This exemption applies also to the family members. - Have the right to import free of duty their furniture and effects of their household at the time of first taking up their post in the country concerned, and the right to re-export free of duty their furniture and effects of their household, on termination of their duties in that country. - Is entitled to import free and exempt from customs duties, prohibitions and restrictions, within one year of first taking up their post in Lithuania and re-export free of duty on termination of their duties in Lithuania, personal and household effects and a motor car for personal use. - Is entitled to the reimbursement of value added tax on the purchase of personal and household effects, including a motor car for personal use, for purchases made during the period of the first year of employment subject to the procedural rules foreseen to the diplomatic missions in Lithuania. 	<p>N/A</p>

- The Director, the management staff and the members of their family forming part of their household, provided they are not Lithuanian nationals or have held permanent residence status before being employed by the Institute, shall be accorded the privileges and immunities, exemptions and facilities accorded to the diplomatic staff of diplomatic missions and the members of their family in accordance with the Vienna Convention on Diplomatic Relations of 18 April 1961.

Annex IX: Evaluations

In line with Art 20 of Regulation (EC) No 1922/2006, EIGE's Management Board commissions the organisation of the external evaluation of the Institute. By decision of the Management Board in its 32nd meeting in June 2019, the second evaluation of EIGE will take place in 2022. To date, the Board has reviewed its recommendations to the European Commission on the external evaluation of 2015 (all recommendations have been implemented) and approved the Steering Committee structure for the 2022 external evaluation, the volunteer members for which have been confirmed. The preparatory work, namely the drafting and the approval of the tender specifications were conducted in Q4 2020/ Q1 2021, publishing the call for tender was done on 1 July 2021, with the intention to sign the contract in the second half of 2021 and have the final report delivered in the second half of 2022.

EIGE will also perform evaluation of its projects that entail high expenditure in accordance with Article 29 of its Financial Regulation. In this respect, EIGE will use as of 2022 the services contracted via an Inter-Agency Joint Procurement procedure, to which EIGE was party to. The evaluations will be coordinated by the Project Support Office, based on the Annual Evaluations Plan, approved by the Director and in accordance with the evaluations strategy defined in the SPD.

Evaluations strategy for 2022-2024:

Based on the scope and budget of the activities planned in the SPD 2022-2024, the considerations for the definition of the annual evaluation plans are the following:

- High expenditure projects are those that engage at least 10% of the operational budget (Title III),
- The evaluation of the Gender Equality Index in the programming period should be considered,
- Evaluation of brand new initiatives, independently of their budget merit consideration, as they could lead to assimilation of important lessons learned.

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

In 2018 the Agency revised and adopted a new Internal Control Framework (ICF) moving away from a purely compliance-based to a principle-based system, whereby the services are offered the necessary flexibility to adapt to their specific characteristics and circumstances while ensuring a robust internal control with a consistent assessment. This approach aims at helping the organisation to achieve its objectives and sustain operational and financial performance.

The Agency considers Internal control a process applicable at all levels of management and designed to provide reasonable assurance of achieving five objectives: (1) effectiveness, efficiency and economy of operations; (2) reliability of reporting; (3) safeguarding of assets and information; (4) prevention, detection, correction and follow-up of fraud and irregularities (5) adequate management of the risks relating to the legality and regularity of the underlying transactions.

The previous framework was based on standards and mandatory requirements, while the revised version relies on principles and characteristics. The characteristics outlined for each principle are intended to assist management in designing, implementing and assessing internal control.

The Agency conducts regular assessment of the effectiveness of its internal control system. Internal control principle 16 states that the Agency carries out ongoing and separate assessments to ascertain whether the internal control systems and their components are present and functioning. Therefore, before assessing the internal control system, the Agency has set indicators for each principle, as best adapted to its specificities and risks. These indicators are a starting point for measuring the effectiveness of the internal control from which regular monitoring and specific assessments can be implemented³⁴.

A main objective in the area of internal control in the programming period is the implementation of all the audit recommendations in line with the established action plans. Another main objective is the performance of the ex-post controls on financial transactions in line with the ECA recommendations. EIGE has already made all the preparations to perform the controls in-house, activity that started in 2021 and will be performed annually in the programming period.

During 2022, EIGE will further implement the new Anti-Fraud Strategy 2021-2023 as per the milestones defined in the related Action Plan. The objectives set in the Anti-Fraud Strategy shall contribute to the strengthening of the anti-fraud system in EIGE and enhancing its internal control system. EIGE will also perform an assessment of sensitive functions in 2024³⁵ as well as up-date in 2022 its Conflict of Interest Policy in accordance with the guidelines of the European Parliament³⁶.

³⁴ Director's Decision No 191 of 18 November 2020 adopting the Guidelines for Assessing EIGE's Internal Control System.

³⁵ In accordance with Director's Decision No 198 of 1 February 2021 adopting the Procedure for identifying and managing sensitive functions, an assessment of sensitive functions should take place every three years.

³⁶ Study EU Agencies and Conflict of Interest commissioned by the European Parliament's Policy Department for Citizens' Rights and Constitutional Affairs at the request of the Committee on Petitions, available at: [https://www.europarl.europa.eu/RegData/etudes/STUD/2020/621934/IPOL_STU\(2020\)621934_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2020/621934/IPOL_STU(2020)621934_EN.pdf)

Annex XI: Plan for grant, contribution or service-level agreements (table)

	General Information					Financial and HR Impacts				
	Actual or expected date of signature	Total Amount	Duration	Counterpart	Short description		2019	2020	2021	2022
Grant agreements										
						Amount Number of CA Number of SNEs				
Total grant agreements						Amount Number of CA Number of SNEs				
Contribution agreements										
1. IPA/2018/402-854 - Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018-2021).	20/12/2018. Addendum no 1 was signed on 19/12/2019	928,950.30 EUR	01/01/2019 - 31/12/2022	European Commission. DG NEAR. D5 Western Balkans Regional Cooperation Programmes	The Action has two specific objectives: 1 - Strengthening capacities of IPA beneficiaries in monitoring and mainstreaming gender equality; 2 - Improving regional cooperation and gender equality awareness in the region of the Western Balkans and Turkey.	Amount Number of CA Number of SNEs	Amount 2019 - 123,270.46 EUR Number of CA - 2 (FGII and FGIII) Number of SNEs - 0	Amount 2020 - 145,078.71 EUR Number of CA - 2 (FGII and FGIII) Number of SNEs - 0	Amount 2021 - 203,408.32 EUR Number of CA - 2 (FGII and FGIII) Number of SNEs - 0	Amount 2022 - 250,221.82 EUR Number of CA - 2 (FGII and FGIII) Number of SNEs - 0
Total contribution agreements						Amount Number of CA Number of SNEs	Amount 2019 - 123,270.46 EUR Number of CA - 2 (FGII and FGIII) Number of SNEs - 0	Amount 2020 - 145,078.71 EUR Number of CA - 2 (FGII and FGIII) Number of SNEs - 0	Amount 2021 - 203,408.32 EUR Number of CA - 2 (FGII and FGIII) Number of SNEs - 0	Amount 2022 - 250,221.82 EUR Number of CA - 2 (FGII and FGIII) Number of SNEs - 0

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

EIGE works with international organisations and third countries at different levels: 1) Special projects; 2) Ad hoc co-operation; 3) Regular information exchange; 4) Promoting its work.

- 1) Special projects, such as *EIGE's cooperation with the EU candidate and potential candidate countries*, funded by DG Near, are subject to external funding.
- 2) Ad-hoc cooperation is subject to a Director's decision and agreement with DG JUST. It may involve organisation of joint events, sharing data or expertise, with the view that it contributes to the work carried out at the Institute and/or promotes the work done at EIGE.
- 3) Information exchange is coordinated by the Knowledge Management and Communications Unit. It involves participation in and contribution to working groups and meetings of key international organisations, such as the Council of Europe's Gender Equality Committee or GREVIO. Additionally, EIGE organises regular information exchange with its key partners. The objective of the information exchange is to ensure that partners are aware of

each other's work and could contribute to it, when relevant.

- 4) EIGE promotes its work at the international level. This is done through regular communication channels or through events organised by international organisations, where EIGE presents its work.

Annex XIII Risks 2022

RISKS COMMON TO THE ENTIRE INSTITUTE		RISK DESCRIPTION (complete the risks under the relevant heading, insert new lines where needed)	EXISTING CONTROLS / MITIGATING FACTORS (Description of existing measures in place)	RESIDUAL RISK LEVEL		IMPACT ON EIGE's WORK (what are the consequences if this risk materializes?)	RISK RESPONSE (action to be taken / mitigating measures)
Main risk groups	Areas to consider when identifying potential issues and risks			LIKELIHOOD	IMPACT		
Risks Related to the External Environment (see also Business Continuity Plan)		Macro - environmental risks: These risks are described in the risk assessment attached to EIGE's Business Continuity Plan (BCP)	See EIGE's BCP				Separate plan detailing all related measures
		GENERAL RISKS					
		Too many tasks for the available staff	On an annual basis EIGE analyses its core activities to identify negative priorities.	High	High	Difficulty to fully implement EIGE's annual work program, a danger of burn-out of staff. High workload can affect the quality of deliverables and cause reputational damage	REDUCE Use the Activity-Based Budgeting tool and Project Management Tool for an efficient allocation of resources across activities. Agree on feasible annual objectives. Agree on negative priorities in discussions with the MB. Recruitment of SNEs. Regular review of Well-being measures.
	Macro-environmental risks (geo-political, economic, natural disasters, etc.);	New / unplanned tasks requested New tasks emerging from political priorities	Regular monitoring of policy development to identify future challenges. Approach to deal with unexpected requests developed and agreed with the MB.	High	High	Additional workload to meet new request Changes in planning and implementation of the annual work program.	ACCEPT Agree on negative priorities in discussion with the MB in order to reduce workload. Proposal on priorities prepared for Management Board to be able to reply to requests for additional tasks (where appropriate).
	COVID 19 outbreak and risks related to business continuity, wellbeing and safety of staff and impact on contractors' capabilities to deliver outputs on time; severity would depend on the persistence and size of the crisis, the new working conditions and the relevant restrictions (movement, presence in the office, etc).	Regular updates from the management. Monitoring the responses of national authorities and following instructions. Flexible working arrangements. Sanitary requirements on the premises ensured.	High	High	Potentially the delivery of the main projects and outputs could be affected.	REDUCE The mitigating factors defined internally have been comprehensive and thorough: staff has been regularly informed of the issues and risks at stake based on information provided by national authorities. Working arrangements have been adapted in accordance with the recommendations of national health authorities and following a staff survey. The Agency is engaged in exchange of information and good practices within the EUAN network.	

<p>Political decisions and priorities outside the Agency (EP, EC, Council, MS, etc.);</p>						<p>Delegation measures and proper leave planning has ensured business continuity for key functions.</p> <p>Teleworking capabilities are ensured across all activities and for all staff.</p> <p>Regular liaising with national authorities to coordinate crisis response measures for staff (e.g provision of vaccines to EIGE staff arranged by the Lithuanian Ministry of Foreign Affairs).</p> <p>Health & safety measures have been taken to ensure safe working conditions on premises.</p> <p>Further measures may be taken by management to ensure staff safety and continuity of operations depending on the developments in the epidemiological situation at national and European level.</p>
	<p>Political climate negative towards gender equality</p>	<p>Knowledge Management and Communications objectives in place (part of the SPD).</p> <p>Policy and outreach monitoring.</p>	<p>Medium</p>	<p>Medium</p>	<p>Uncertain future influences internal work of EIGE.</p> <p>Extra workload in establishing relationships.</p> <p>EIGE's studies and data misused and EIGE becomes a target for anti-gender initiatives.</p>	<p>REDUCE</p> <p>Brief and targeted communication products to engage EP, Member States and the European Commission.</p> <p>Stronger engagement with Stakeholders from the beginning of the projects' life-cycle.</p> <p>Reaching new audiences.</p> <p>Building internal knowledge and capacity to respond to anti-gender initiatives.</p>
	<p>Difficulties in recruitment of staff with necessary profiles</p>	<p>Vacancy notices announced at www.eurobrussels.com, LinkedIn and other relevant sources</p>	<p>Medium</p>	<p>Medium</p>	<p>Difficulty to properly implement EIGE's annual work program</p>	<p>REDUCE</p> <p>Wider communication of the vacancy notice.</p> <p>Intensified direct communication with Member States to facilitate recruitment of SNEs.</p> <p>Use additional dissemination channels, such as LinkedIn.</p> <p>Internal Working Group on Diversity and Inclusion</p> <p>Implementation of activities of the Diversity and Inclusion Plan.</p>
<p>External partners (agencies, outsourcing, consultants, media, etc.).</p>	<p>Low number and quality of tenders received</p>	<p>Procurement guidelines improved with clear criteria.</p> <p>Early launch of tenders with longer deadline.</p> <p>Established close cooperation and quality check between all Units.</p>	<p>Medium</p>	<p>High</p>	<p>Low competition, value for money might not be ensured.</p>	<p>REDUCE</p> <p>Wider communication of the ongoing procurement procedures.</p> <p>Ensure tender documents are clear, detailed and specific.</p> <p>Ensure the projects' budget ceilings and deadlines are realistic.</p> <p>Engage external expertise for quality review.</p>

	Work received from contractors does not match EIGE's requirements	<p>Close follow-up with contractors during the project.</p> <p>Clear and feasible requirements in the technical specifications and throughout the project, as changes along the way can impact the work quality as much as initial requirements.</p> <p>Involvement of external experts for quality review.</p>	Medium	High	Low quality deliverables (including possible Plagiarism) by the contractor cause extra internal workload and delayed completion. EIGE's reputation may be damaged if data are not correct.	<p>REDUCE</p> <p>Implementation of the quality assurance policy and project management methodology.</p> <p>Assimilating and reviewing lessons learned.</p> <p>Close contract monitoring, clear communication with contractors and imposing contractual penalties when necessary.</p>
	SPECIFIC RISKS					
	Delays in Budget Implementation	<p>Budget execution planned a year in advance.</p> <p>Preparation of procurement documentation before the year starts.</p> <p>Regular budget monitoring meetings.</p> <p>The Project Management Tool used to monitor implementation.</p>	High	High	<p>High carry-overs.</p> <p>Payments concentrated in Q4.</p> <p>Work Programme not fully implemented.</p>	<p>REDUCE</p> <p>Ensure realistic planning for budget implementation.</p> <p>Start procurement at the beginning of the year (or the year before, where possible).</p> <p>Identify planned carry-overs in budget reviews.</p> <p>Regular budget trainings.</p>
	Delays in the agreement with the N+2 Presidency on the BPfA topic	Regular contacts with presidencies and with the Commission	Medium	Medium	<p>Increased stress for staff due to delays.</p> <p>Unrealistic deadlines for outsourced work to ensure good quality of gathered information.</p>	<p>REDUCE</p> <p>Maintain regular contacts with ministries of upcoming Presidencies.</p> <p>Liaise with the Commission in a structured way.</p>
	Inconsistent application of the Policy on Intellectual Property Rights	<p>Policy revised on a regular basis (last revision in 2021)</p> <p>All staff aware of the policy and its application</p>	Medium	Medium	<p>EIGE may be challenged in Court</p> <p>Resulting in damage to reputation and impact on the Budget</p>	<p>REDUCE</p> <p>Review the policy on a regular basis.</p> <p>Learn from the EU agencies network.</p> <p>Hold regular trainings and information exchange for all staff.</p> <p>Communicate the policy in all Technical Specifications and contracts for services.</p>
	Inaccurate implementation of the General Data Protection Regulation provisions (GDPR)	<p>All staff informed of the Regulation.</p> <p>Consultation with relevant experts in other EU agencies.</p>	Medium	Medium	<p>Challenges in establishing contact with new stakeholders and external experts</p> <p>Restricted outreach of EIGE's work</p>	<p>REDUCE</p> <p>Provide guidelines to all staff.</p> <p>Update the guidelines on a regular basis.</p> <p>Hold regular trainings and information exchange for all staff.</p> <p>Asking for and receiving consent from data subjects in all data control operations.</p>
	Difficulties in the collection and verification of data (outsourced) and/or delays in launching data by other data providers	Close follow-up of external contractors to ensure data is available in time for EIGE.	Medium	Medium	Low quality deliverables by the contractor, inaccurate data cause extra internal workload.	<p>REDUCE</p> <p>Framework contract for data collection.</p> <p>Efficient Planning of the Requests for Services.</p>

						<p>Difficulties in obtaining harmonised data from the Member States.</p> <p>Difficulties in establishing statistically sound and complete datasets on GBV.</p>	<p>Maintain regular contact with EUROSTAT and other data providers and learn from their approach.</p> <p>Regular contacts with the MS to discuss data sources.</p>
	Number of media and stakeholders' requests exceeds EIGE's capacity to respond	Establishment of clear criteria for request approvals.	Medium	Medium	<p>Stakeholders lose interest in EIGE as a knowledge and competence resource.</p> <p>Reputational damage.</p> <p>Low uptake and awareness of EIGE's work.</p>	<p>REDUCE</p> <p>Strategic use of the Journalists Thematic Network</p> <p>Systematic review of stakeholder requests.</p> <p>Dedicated staff to manage media requests.</p> <p>Consider virtual participation in events to compensate for limited resources.</p> <p>Strengthen the usability and usefulness of EIGE's online communication tools and channels (e.g. website, publications, social media).</p>	
	Delays in appointment of active and/or alternate members to the Management Board.	The MB Chair is encouraging members' active participation in the activities of the MB.	Medium	High	<p>Gap in governance of the Institute with risks related to weak oversight and leadership.</p>	<p>ACCEPT</p> <p>The appointment of MS representatives to EIGE's Management Board is done exclusively by the Council; the Agency has no role in the process outside of being on the receiving end of the list of appointments.</p> <p>MB Chair contacting the permanent representation offices in Brussels raising concern about the lack of active representation on the Agency's Board.</p>	

Annex XIV Procurement Plan.

The overall budgetary allocation specified below represents the resources foreseen for the activities of the Operations Unit and Knowledge Management and Communications Unit. It excludes appropriations planned for missions and for translations and publications, that are mostly implemented through relevant Service Level Agreements (SLAs) with the Translation Centre for the Bodies of the European Union (CdT) and the Publications Office of the European Union.

Procurement

In 2022, the overall budgetary allocation of EUR 2,995,000.00³⁷ will be implemented through procurement contracts.

Legal basis:

Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012.

AREA	BUDGET LINE	ACTIVITY	DESCRIPTION IN SPD	PROCUREMENT INITIATIVE	INDICATIVE NUMBER OF PROCUREMENTS	TYPE OF CONTRACT AND PROCUREMENT PROCEDURE	INDICATIVE START OF CONTRACT	INDICATIVE BUDGET PER INITIATIVE	
AREA 1: RESEARCH, STATISTICS AND INDICES	EIGE-B2022-3215-C1-EIGE	Monitoring the Beijing Platform for Action and supporting Presidencies of the Council of the EU	SPD 2021-2023. Section 2.2.1	Study launched on the area selected by the Presidency including examples of good policy initiatives	1	Direct Service Contract. Open call for tenders	Q2	200,000.00	
								Total	200,000.00
		The Gender Equality Index	SPD 2021-2023. Section 2.2.2	Consultation meeting/s on update and dissemination of the Gender Equality Index and quality assurance	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2	20,000.00	
				Index country analysis + EU brief (28 online profiles) (FWC LOT 1)	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q1	70,000.00	

³⁷ The procurement plan was updated in order to reflect substantial changes to planned activities.

					1	Direct Service Contract. Negotiated procedure	Q3	130,000.00
					1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2	30,000.00
							Total	250,000.00
		Other Research Initiatives						
							Total	0.00
							Total	450,000.00

AREA 2: GENDER-BASED VIOLENCE	EIGE-B2022-3315-C1-EIGE	Gender- Based Violence	SPD 2021- 2023. Section 2.2.3					
				New data collection tool on IPV and femicide	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q3	77,000.00
				Guidelines for national data providers	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2	54,000.00
				Technical support to Member States to advance the administrative data collection on IPV and femicide. Data validation	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q3	39,000.00

				Maintenance and updating of the Gender-based violence entry point in EIGE's Gender Statistics Database	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q3	50,000.00
				Violence against Women survey	1	Direct Service Contract. Open call for tenders	Q1	390,000.00
				Access to specialised healthcare services. How women and girls fleeing the war can realise their sexual and reproductive rights in the EU	2	Direct Service Contract. Specific External Expert Contract(s) (Art. 237 of Regulation 2018/1046)	Q3	64,000.00
							Total	674,000.00

AREA 3: IMPLEMENTING GENDER MAINSTREAMING	EIGE-B2022-3415-C1-EIGE	Implementing Gender Mainstreaming	SPD 2021-2023. Section 2.2.4	M&T for GM - Gender and evaluation Toolkit	1	Direct Service Contract. Open call for tenders	Q2	200,000.00	
				Working meeting/s of governmental equality bodies and ministries (including support to the MS and EU Institutions) and promotion of the procurment and other gender mainstreaming tools	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2-Q4	85,000.00	
				Quality Assurance	1	Specific External Expert Contract(s) (Art. 237 of Regulation 2018/1046)	Q2;Q3	20,000.00	
								Total	475,000.00
		Gender Statistics Database	SPD 2021-2023. Section 2.2.4	GSD - Maintenance and update of data and technical functionalities of EIGE's gender statistics database, including quality assurance	3	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2;Q3	450,000.00	

			Quality assurance and technical advice regarding gender statistics produced, analysed and communicated by EIGE to ensure consistency with EU quality standards	4	Specific External Expert Contract(s) (Art. 237 of Regulation 2018/1046)	Q2;Q3	70,000.00
						Total	520,000.00
			GSD - experts' meeting on EIGE's Gender Statistics Database	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2;Q3	30,000.00
						Total	30,000.00
						Total	825,000.00

AREA 4: STAKEHOLDERS AND COMMUNICATION	EIGE-B2022-3512-C1-EIGE	Stakeholder relations	SPD 2021-2023. Section 2.3.2	Stakeholder engagement (including country visits and the flagship gender equality event)	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2;Q4	430,000.00
							Total	320,000.00
		Communications	SPD 2021-2023. Section 2.3.1	Media monitoring and media-related services and events	3	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2	110,000.00
				Communication products - including videos, design and production services (design and access to imagery, illustrations and infographics)	5 to 7	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2-Q4	100,000.00
				Local communication campaign	2	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q4	9,000.00

			Campaign design and support	2	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q4	30,000.00	
						Total	249,000.00	
	Knowledg e Managem ent	SPD 2021- 2023. Section 2.3.1	Activity 11: Maintenance and evaluation of EuroGender	2 to 3	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q1;Q4	40,000.00	
			Activity 11: Maintenance of RDC services	1	Direct Service Contract. Negotiated procedure	Q4	30,000.00	
			Activity 11: Further development of EIGE's website	3 to 4	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q1, Q3	190,000.00	
			Activity 11: Development of online communication tools (including intranet refresh, PowerBi. CRM)	3 to 5	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2:Q3	50,000.00	
			Activity 11: Policy monitoring	2	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2	22,000.00	
			Activity 11: Gender-sensitive language review in English and other EU languages	3	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q1;Q3	35,000.00	
						Total	367,000.00	
						Total	1,046,000.00	

	Total	2,995,000.00
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