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European Institute for Gender Equality 2020-2022 Single Programming Document

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Table of contents

FOREWORD	4
List of acronyms used.....	6
1. Section I – General Context	8
2. Section II – EIGE’s Multi-annual Programme 2020-2022.....	10
2.1. EIGE’s Multi-annual programme 2020-2022 - key objectives and priorities	10
2.2. Research and Data Collection 2020 – 2022.....	12
2.2.1 Monitoring the Beijing Platform for Action and supporting Presidencies of the Council of the EU.....	13
2.2.2 The Gender Equality Index.....	14
2.2.3. Strengthening the capacity of institutional responses to violence against women	15
2.2.4 Gender mainstreaming tools and methods, including Gender Statistics Database.....	17
2.2.5 Other Research Initiatives.....	19
2.3. Knowledge Management and Communications –2020-2022	20
2.3.1 Communicating and disseminating EIGE’s work	21
2.3.2 Working with stakeholders and partners.....	21
2.4. Human and financial resource outlook for 2020-2022	24
2.4.1. Overview of the past and current situation.....	24
2.4.2. Resource programming for the years 2020 - 2022.....	26
3. Section III – Work Programme 2020	31
3.1 Executive summary	31
3.2 Research and Data Collection in 2020.....	32
3.2.1 Monitoring the Beijing Platform for Action, supporting the Presidencies of the Council of the EU.....	32
3.2.2 The Gender Equality Index.....	34
3.2.3. Strengthening the capacity for the institutional response to violence against women	35
3.2.4 Gender mainstreaming tools and methods, including Gender Statistics Database.....	38
3.2.5 Other Research Initiatives.....	41
3.2.6 Human resources in research and data collection.....	42
3.3. Knowledge Management and Communication in 2020	43
3.3.1 Communication and dissemination of EIGE’s work.....	43
3.3.2 Working with stakeholders and partners.....	44

3.3.3 Human resources in knowledge management and communications.....	47
Annexes.....	48
Annex I. Resource allocation per Activity.....	48
Annex II. Financial Resources	49
Annex III. Human Resources - quantitative.....	54
Annex IV. Human Resources – qualitative.....	56
Annex IV - A. Recruitment policy.....	56
Annex IV - B. Appraisal of performance and reclassification/promotions.....	59
Annex IV - C. Mobility policy	61
Annex IV – D. Gender and geographical balance	61
Annex IV - E. Schooling.....	64
Annex V: Buildings (table)	65
Annex VI: Privileges and immunities	66
Annex VII: Risks Year N+1 (2020)	68
Annex VIII: Procurement plan Year 2020.....	71
Annex IX: Organisation chart year N+1.....	81
Annex X: Proposals for additional tasks.....	82
Annex XI: Agency’s KPIs.....	83

FOREWORD BY THE DIRECTOR

The European Institute for Gender Equality (EIGE) is celebrating its tenth anniversary this year. Over the first decade of EIGE's existence, the agency has established itself from scratch by developing and adopting the structures and procedures vital for the functioning of an EU body. It has proved that it brings added value by establishing itself as the number one source of information on gender equality in the EU. Policymakers across the European Union rely on EIGE's evidence and data to inform decision-making and develop gender-equal measures.

As regards EIGE's main deliverables, its flagship product, the Gender Equality Index, has become the EU's benchmarking tool for gender equality. Within the framework of EU policies, it summarises and highlights each country's achievements, and shows national governments where they can improve. With almost half of all Member States falling below the 60-point mark in the Gender Equality Index 2019, it is crucial that gender equality gathers speed. The Index 2020 will focus on work and digitalisation, which will bring to the fore gendered differences in an evolving world. These will require tailored policy interventions to ensure the benefits of digitalisation are shared equally.

EIGE's review of all 12 areas of concern in the Beijing Platform for Action +25 puts forward solid evidence about the urgent need to address gender inequalities in an array of topics, ranging from the labour market to public infrastructure and the environment.

In 2020, EIGE will release the translations of all gender budgeting tools to support gender monitoring within the European Structural and Investment Funds (ESIF). It will finalise, in cooperation with the European Commission, a system to track funding for gender equality to help the EU fulfil its commitments to gender mainstreaming in line with the UN's Sustainable Development Goal 5c1. EIGE will also develop a tool to ensure a gender perspective is incorporated into procurement procedures to support the EU in its gender budgeting efforts

EIGE's Gender Statistics Database will continue to expand its scope by identifying new data for policy areas such as transport and the environment.

In support to more effective institutional response to violence against women, EIGE will finalise its work assessing the risk of repeated violence. It will also analyse the factors that push witnesses of intimate partner violence to report incidents to police, which will be discussed in a broader forum during the German presidency.

At the start of 2020, EIGE will come under new leadership. I am proud to hand over to Carlien Scheele, an accomplished gender equality professional who I am certain will continue to increase the visibility and impact of EIGE's work.

As my term as Director ends, I wish to express my deep gratitude to all members of staff for their professionalism, commitment and endless search for solutions. Their passionate devotion to

gender equality has made EIGE the remarkable organisation it is today. I thank the current and past chairs, vice-chairs, members of the Standing Committee, and members of the Management Board, as well as the European Commission for their constant engagement and strategic guidance. I also thank each member of our Experts' Forum for their personal contribution to the various activities of the Institute. The support of all these people has enabled EIGE to become the European knowledge centre on gender equality.

Going forward, EIGE's research will continue to drive evidence-based policymaking at the EU and Member State level. With sustained effort, there will be a further narrowing of gender gaps. I look forward to the day when an EU Member State has achieved full equality between women and men. I hope it will not take another ten years.

Virginija Langbakk

List of acronyms used

BPfA	Beijing Platform for Action
CEDEFOP	European Centre for the Development of Vocational Training
CSW	The Commission on the Status of Women
EC	European Commission
EEAS	European External Action Service
EF	Experts' Forum
EIGE	European Institute for Gender Equality
EMPL	European Parliament Committee on Employment and Social Affairs
EP	European Parliament
EPSCO	Employment, Social Policy, Health and Consumer Affairs - European Council configuration
ESF	European Social Fund
EU-OSHA	European Union Agency for Occupational Safety and Health
EWL	European Women's Lobby
EUROFOUND	European Foundation for the Improvement of Living and Working Conditions
EuroGender	European Network on Gender Equality
Eurostat	Statistical Office of the European Union
EuroVoc	Multilingual Thesaurus of the European Union
FEMM	European Parliament Committee on Women's Rights and Gender Equality
FGM	Female Genital Mutilation
FRA	European Union Agency for Fundamental Rights
GBV	Gender-Based Violence
GM	Gender Mainstreaming
HR	Human Resources
IATE	Inter-Active Terminology for Europe
ICS	Internal Control Standards
IPA	Instrument of Pre-Accession Assistance
IPV	Intimate Partner Violence
JTN	Journalist Thematic Network
KPI	Key Performance Indicator
MB	Management Board
MS	European Union Member State
OECD	Organisation for Economic Cooperation and Development
OLAF	European Commission Anti-Fraud Office
OSCE	Organisation for Security and Cooperation in Europe
RDC	Resource and Documentation Centre of EIGE
SLA	Service Level Agreement
SNE	Seconded National Expert
STEM	Science, Technology, Engineering and Mathematics
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VAW	Violence Against Women

Mission and Vision

Gender equality is a fundamental value of the European Union enshrined in its Treaties, including the Charter of Fundamental Rights of the European Union, since 1957. It aims to ensure that all individuals have the possibility to realise their full potential regardless of their sex. It does not solely focus on equality of outcomes, but extends to equal dignity and integrity.

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. EIGE's mandate and objectives are set out in its founding regulation 1922/2006 on establishing a European institute for Gender Equality, in particular article 2:

"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."

The Institute's mission is:

To be the European knowledge centre on gender equality

1. Section I – General Context

Gender equality is a fundamental value and a key objective of the European Union. A wide range of policy documents developed by the European Commission to provide guidance to the Member States recognise gender equality as a backbone of economic and social well-being and a prerequisite for more inclusive societies. The elimination of inequality between women and men is essential for the creation of a stronger, fairer and more inclusive Europe. Despite significant positive outcomes in the last decades, numerous challenges are still present and need consolidated policy responses. The challenges faced today are diverse and varied, such as Europe's ageing population, migration flows and security concerns, skill shortages and precarious work, climate change and gender-based violence. They cannot be resolved without ensuring that both women and men can equally fulfil their potential with dignity.

2020 is a big year for gender equality – it marks 25 years since the Beijing Platform for Action was first introduced. We will take stock of the progress that has been made in the area of institutional mechanisms for gender equality and assess the challenges that lie ahead for the success of gender equality structures in the European Union. Another milestone is EIGE's ten-year anniversary and the first full year with a new Director at the helm. EIGE will continue to support gender equality by providing the EU institutions and the Member States with evidence-based research, gender statistics, tools for gender mainstreaming and useful resources.

Rapid technological advancements and digitalisation are transforming the world of work. There is an increasing demand for digital skills and higher qualifications across a wide variety of sectors. By 2020, the EU will be short of half a million ICT specialists. Jobs that did not exist 10 years ago are emerging, just as jobs that have been around for centuries are disappearing. The future of work is still uncertain, but one thing is clear - gender will play an important role in the way things unfold. EIGE's work will be continuously tuned to analyse and inform on the impacts of developments in the changing nature of work. The 2020 edition of the Gender Equality Index will focus on the domain of work in the context of digitalisation and the demand for new skills.

Violence against women is still one of the most serious manifestations of gender inequality. The expected ratification by the EU of the Istanbul Convention would provide a legal framework for the Member States to monitor and report on the incidence and prevalence of gender-based violence at the Member State and EU levels. Data collection needs have been recognised as essential, not only for raising awareness on gender-based violence, enabling mutual learning and developing better policies, but also for measuring progress and boosting accountability. In this context, the data expected to be collected by Eurostat's survey on the prevalence of gender-based violence marks an important step forward and will inform more targeted initiatives and policies to combat gender-based violence. The 2023 edition of the Gender Equality Index will focus on the domain of Violence, including new forms of violence against women, such as cyber violence and use the Eurostat data, if available. Femicide will be under the spotlight and EIGE will conduct a study on institutional responses and develop a femicide classification for statistical purposes.

EIGE's Knowledge Management and Communications Strategy (2019 – 2021) will continue to guide EIGE's work in establishing links and cooperation with new stakeholders, reflecting the focus of its work. Working with the Presidencies of the Council (Croatia and Germany), EIGE will seek to expand its cooperation by addressing the specific policy priorities of the Presidency. EIGE will continue to work with EU candidate and potential candidate countries (IPA) to support them in their preparation for EU membership.

Changed realities

EIGE remains committed to deliver fully on its mandate in the current programming period, however, the COVID-19 pandemic has affected, similarly to all EU Institutions and bodies, EIGE's activities and budget implementation capacity. Due to restrictions on mobility imposed by national authorities since February 2020, activities involving physical presence such as meetings, missions, conferences and interviews, which constitute the core of the activities of an agency like EIGE, had to be cancelled or postponed causing an incapacity to execute the respective budget. Due to a cascading effect, other related areas have also been impacted.

In spite of the efforts to offset the above-mentioned budget savings through new projects, a substantial amount remains that cannot be used by the end of 2020. Due to the above-mentioned force-majeure situation leading to budget under-implementation and in order to prevent future undue penalties, a reduction of 4.27 % of EIGE's total budget was approved by the Management Board, through a budget amendment procedure. The changes brought by the new amended budget are reflected throughout this document.

2. Section II – EIGE’s Multi-annual Programme 2020-2022

2.1. EIGE’s Multi-annual programme 2020-2022 - key objectives and priorities

The programming period 2020-2022 looks to EIGE’s fifth mid-term work programme. To define the key objectives and priorities, consultations were carried out with key stakeholders, including the European Parliament, Member States not currently represented in EIGE’s Management Board, Social Partners and Civil Society organisations. The results of these conversations were discussed thoroughly with EIGE’s Experts’ Forum members and presented to the Management Board. Following the logic of the Single Programming Documents, this document now rolls over and provides targets into 2022, describing the continuation of the work in the next programming period.

In 2020-2022 EIGE will work to further refine the quality of its unique products: measuring progress through the annual Gender Equality Index, reviewing the implementation of the EU’s international commitments to the Beijing Platform for Action, updating, and communicating the gender statistics database. EIGE will also support the Member States in strengthening institutional responses to support women victims of violence and reporting on progress. From the 2019 Institutional Mechanisms report for the 25th review of the BPfA, a set of specific criteria were developed to ensure the comparability of the collected information among the Member States. Based on the updated information, a report was prepared analysing the processes that institutional mechanisms for gender equality have undergone since 2009 and the progress made in the use of gender mainstreaming as a strategy for gender equality.

EIGE’s online platform on Gender Mainstreaming has gathered information that will allow for reflection and guidance on the progress made in this area and specifically in institutional mechanisms, over the 25 years following the Beijing Platform for Action.

Central to the delivery of its work programme is an effective administrative structure and in this programming period, the Administration Unit of EIGE will continue to operate to the highest standards. Section 2.4 and the annexes I to IX of this document outline detailed human and financial resource outlook for 2020-2022.

Key objectives and priorities

EIGE’s two strategic objectives set for the programming period 2020 to 2022 are as follows:

- **To provide high quality research and data to support better informed and evidence based decision making by policymakers and other key stakeholders working to achieve equality between women and men;**
- **To manage all knowledge produced by EIGE to enable timely and innovative communication that meets the targeted needs of key stakeholders.**

This Programming Document introduces a degree of flexibility in order to provide additional outputs in line with emerging needs of EIGE’s key stakeholders. EIGE’s proposals for additional tasks / priorities are listed in Annex X.

Key Performance Indicators (KPIs)

EIGE will use a number of Key Performance Indicators (KPIs) to measure its performance as an agency, focusing on the outputs and outcomes of its work. In this context, outcome indicators provide evidence on the relevance of EIGE's work to its target groups, whereas output indicators measure progress in delivering EIGE's work (i.e. number of report published). EIGE's KPIs refer to a set of 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.

The implementation of the annual work programme (AWP) will be measured through:

- Effective and timely implementation of the annual work plan (AWP)
 - ✓ Timely adoption of the Work Programme (SPD) for the subsequent year
 - ✓ Percentage of completion of activities* of AWP
 - ✓ Timely achievement of main outputs** as indicated in AWP
- Quality and relevance of research and other products
 - ✓ Number of consultations to ensure quality and relevance of EIGE's outputs
 - ✓ Number of EU documents for the preparation of which EIGE has participated
 - ✓ Number of EIGE's outputs endorsed by EU institutions and Member States
- Uptake and outreach of EIGE's products
 - ✓ Number of requests from EU institutions, segmented by initiators
 - ✓ Outreach of EIGE's communication channels
 - ✓ Number of invitations to present EIGE's work
 - ✓ Number of new stakeholders informed of EIGE's work

* Activities refer to projects as described in AWP/Section III of the SPD. The indicator assesses planned versus actual implementation of projects.

** Main outputs refer to operational objectives and related output indicators as described in AWP/Section III of the SPD.

The measurement of EIGE's efficiency, effectiveness and compliance with the performance standards for Regulatory agencies will be carried out through following KPIs:

- Sound financial management
 - ✓ Rate (%) of implementation of the Commitment Appropriations
 - ✓ Rate (%) of cancellation of Payment Appropriations
 - ✓ Rate (%) of payments executed within the legal/contractual deadlines
- Effective running of organisation
 - ✓ Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines
 - ✓ Average vacancy rate (%) of authorised posts of the annual establishment plan which are vacant at the end of the year
 - ✓ Rate of staff engagement from the Staff Survey
 - ✓ Annual average days of short term sick leave per staff member

In addition to KPIs, EIGE will use more specific performance indicators to track and monitor its performance within different activity areas implemented through research and data collection (Section 3.2.) and Knowledge Management and Communication (Section 3.3.). A selection of EIGE's KPIs are also used to inform on the Director's performance in achieving operational objectives and in managing human and financial resources in the context of the discharge procedure. Annex XI presents a table with the targets for EIGE's KPIs and their baselines.

In line with its Quality Assurance¹ policy EIGE will also prepare and implement a quality control process for each report, seeking the expertise of its Experts' Forum and, where needed, external expert advice.

2.2. Research and Data Collection 2020 – 2022

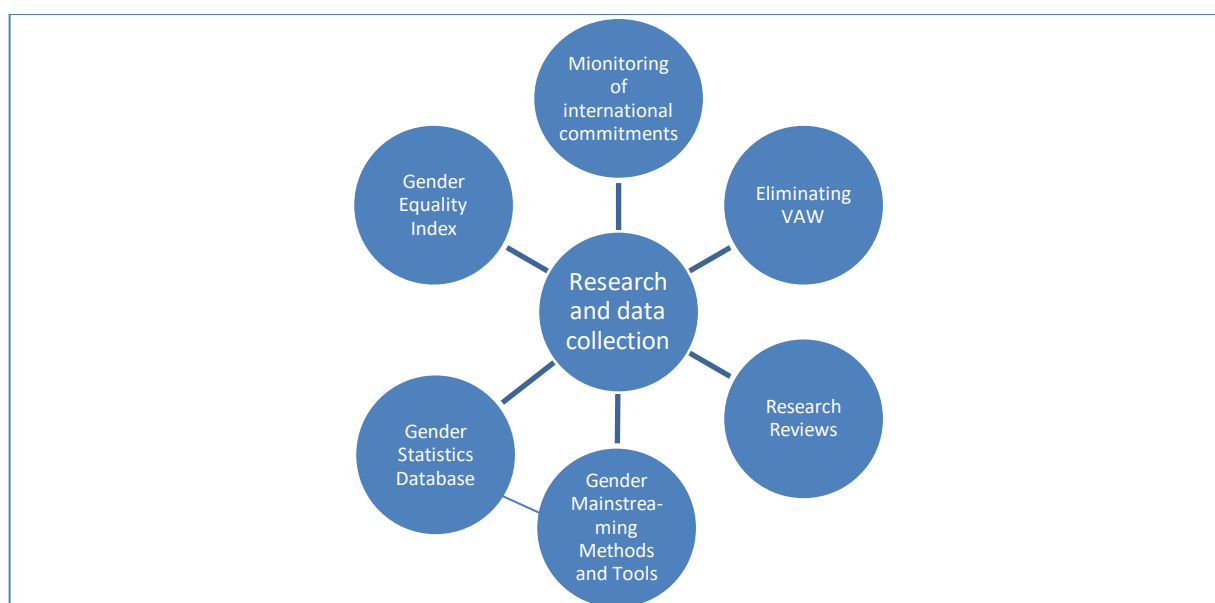
In the lifetime of this work programme EIGE will support policy makers and other key stakeholders working to achieve gender equality by:

- Identifying gender equality challenges, gaps and further actions through research and provision of reliable and comparable data (Gender Equality Index, reports and research notes for the Presidencies of the Council of the EU and Beijing Indicators);
- Strengthening the capacity of the Member States to respond to violence against women including filling existing gaps in administrative data collection on gender-based violence, using EIGE's indicators on intimate partner violence, and Femicide; and, where possible, the measurement framework of the extent of violence against women of the Gender Equality Index;
- Developing effective tools to support policy implementation through gender mainstreaming and a comprehensive Gender Statistics Database (e.g. indicators on institutional mechanisms and gender mainstreaming) and supporting the EU in designing more effective gender mainstreaming measures.

To increase the added value of the Institute's work, in close cooperation with national bodies and members of its Experts' Forum, EIGE will continue to produce country-specific information and fact sheets to disseminate to national governments and parliaments, relevant bodies and organisations, to complement the specific activities laid out below.

The focus and core priorities for the period 2020-2022 are further defined in the programme areas by specific activities and projects.

Figure 1. Programme areas in Research and Data Collection



2.2.1 Monitoring the Beijing Platform for Action and supporting Presidencies of the Council of the EU

Since 2011, EIGE has supported the Presidencies of the Council and the Commission in monitoring the implementation of the strategic objectives of the Beijing Platform for Action (BPfA)² - which subsequently feeds into the policy-making process through the Council Conclusions. The reports prepared by EIGE offer a detailed analysis of the selected area of the Beijing Platform for Action and monitor progress in gender equality at both Member State and EU levels - by reviewing existing indicators and, when appropriate, proposing new indicators. Every five years, EIGE provides a full review of all BPfA areas of concern, with the latest – Beijing +25 report – released in 2019 to support the Finnish Presidency of the Council.

The long-term objective of this work will remain unchanged for the period of 2020-2022: **monitoring of the international commitments of the EU and Member States in support to the Presidencies of the Council of the European Union.** This work supports the establishment of a common EU position for the annual negotiations at the UN Commission on the Status of Women (CSW) and serves as the blueprint for the achievement of gender equality across the globe and in particular in the EU. EIGE will start discussions with the Commission well in advance of CSW, agree on a timeframe and the possibility to accommodate the EC's requests for input on topics that relate to EIGE's work

In cooperation with the European Commission and the Presidency of the second semester of the years 2020, 2021 and 2022, EIGE will develop comprehensive reports and targeted communication on a specific area of concern for the Presidency held by Germany in 2020, Slovenia in 2021 and Czech Republic in 2022. The year 2020 will mark the 25th anniversary of the adoption of the Beijing Platform for Action (BPfA) and EIGE's comprehensive Beijing +25 report for the Finnish presidency,

² EIGE organises consultation meetings with the participants in the meetings of the HLG on Gender Mainstreaming to ensure that its work is in line with the presidencies requests. The Beijing presidencies and Platform for Action was adopted during the fourth UN World Conference on Women in 1995

will be broadly disseminated in cooperation with the Commission and EEAS. In agreement with the Finnish government the report paid closer attention to the implementation of gender mainstreaming at the EU and national level and focused on the relationship between gender equality and the economy in the context of building a more social Europe.

If requested, EIGE will also prepare research notes and policy briefing notes for the first semester Presidency held by Portugal in 2021, France in 2022 and Sweden in 2023 – as an additional support to the Presidencies of the Council of the EU. These notes provide a more in-depth analysis on a specific topic and aim at fostering debate on gender equality at EPSCO Council level.

In line with EIGE's Knowledge Management and Communications strategy, communication products will highlight the findings of the comprehensive reports and research notes and are disseminated to stakeholders, in particular, new stakeholders within the selected research area, through various channels, such as newsletter, website, social media, press engagement and events.

Where relevant, research undertaken for the Beijing reports will be complemented by the identification of good practices in Member States to inform policy makers about effective approaches across the EU. EIGE will disseminate these examples of good practices, in consultation with the Commission (DG Justice and/or other DGs) and where necessary with the EU Presidency.

Figure 2. Monitoring BPfA and supporting the Presidencies of the Council of the EU- targets 2020-2022

Target 2020	Target 2021	Target 2022
<ul style="list-style-type: none"> Findings of Research note (if requested) set basis for policy discussions at EU level by Q2 Council Conclusions including Indicators are based on EIGE's report monitoring BPfA 	<ul style="list-style-type: none"> Findings of Research note (if requested) set basis for policy discussions at EU level by Q2 Council Conclusions including Indicators are based on EIGE's report monitoring BPfA 	<ul style="list-style-type: none"> Findings of Research note (if requested) set basis for policy discussions at EU level by Q2 Council Conclusions including Indicators are based on EIGE's report monitoring BPfA

2.2.2 The Gender Equality Index

The Gender Equality Index is EIGE's unique tool first published in 2013 and updated every second year until 2019. The Index is an effective tool for communicating the trends in gender equality to a broad variety of stakeholders and users beyond the gender equality community. The Index provides both a composite indicator of gender equality attainment at EU level and a more detailed analysis of the situation in each Member State in the respective domains of work, money, knowledge, time, power and health. It addresses one of the major objectives of the Institute: to maintain and further develop a composite statistical measure of gender equality attainment at EU and Member State levels.

Based on a Management Board decision (2017) regarding the future priorities of EIGE for the 2019-2021 mid-term strategy, as of 2019 the core Gender Equality Index is updated annually with a deeper focus on one selected domain per year. This would enable more timely contributions to

various policy initiatives. Since the 2017 update, all forthcoming reports integrate an intersectional perspective.

The 2020 edition will focus on the domain of Work in the context of digitalisation and on demand for new skills. In 2021, the Index will focus on the domain of Health and if the Eurostat survey data on gender-based violence is released by the third quarter of 2022, the focus of 2023 edition will be Violence, including cyber violence.

Key stakeholders for the 2020 Index release are policy makers responsible for employment, social protection, education and digitalisation. In addition, EIGE will engage with social partners and stakeholders working in the area of ICT and digitalisation in general.

Figure 3. The Gender Equality Index - targets 2020-2022

Target 2020	Target 2021	Target 2022
<ul style="list-style-type: none"> EU Institutions and all Member States informed on the 5th edition of Gender Equality Index by Q4 	<ul style="list-style-type: none"> EU Institutions and all Member States informed on the 6th edition of Gender Equality Index by Q4 	<ul style="list-style-type: none"> EU Institutions and all Member States informed on the 7th edition of Gender Equality Index by Q4

2.2.3. Strengthening the capacity of institutional responses to violence against women

Since 2010, EIGE has been actively supporting the work of the EU towards increasing knowledge on the dimensions and forms of violence against women across Member States, focussing, inter alia, on mapping data, information and existing initiatives to combat this phenomenon. Following discussions with the European Commission in 2011 and approval by the Management Board in 2013 and in 2017, it was decided that although EIGE provides evidence on gender-based violence³, its current work focuses primarily on violence against women reflecting the fact that women are disproportionately affected. EIGE has highlighted the connection between gender inequality and violence against women, and developed a comprehensive proposal of how to measure it using the domain of Violence in EIGE's Gender Equality Index. Since 2017 and throughout 2020 and as a member of the Eurostat Task Force, EIGE will continue to contribute with gender expertise to the implementation of the Eurostat survey on gender-based violence.

Throughout 2020-2022, and in order to reach its ultimate goal of **strengthening the capacity of institutional response to violence against women**, EIGE will continue improving the knowledge, availability and quality of data at EU and Member State level on several forms of violence against women and will support Member States in the implementation of secondary prevention and due diligence. In approaching this task, EIGE will collaborate with the relevant ministries, police and justice sectors in the Member States and EU institutions, including Eurostat, and the Council of the

³ Gender-based violence can be understood as violence directed against a person as a result of that persons gender or as that which affects persons of a particular gender, namely women, disproportionately. The 'gender-based' aspect of this term is of importance to EIGE insofar as it refers to the entrenched gender roles, which give rise to the unequal distribution of social, political and economic power between women and men that allows violence against women to perpetrate.

European Union. This is to ensure that instruments, developed for the purpose of data collection, will (among other criteria), meet reporting requirements as established by the Victims' Rights Directive⁴ and Anti-Trafficking Directive and help Member States measure in a uniform way some of the indicators relevant to the Istanbul Convention (Articles 11–15).

Given that the improvement of availability, quality and comparability of data at EU level remains a key priority in the area of gender-based violence, EIGE will continue the promotion of its 13 indicators for police and the judiciary on intimate partner violence. Firstly, when needed, a uniform definition for statistical purposes will be introduced. Secondly, EIGE will assess Member States' capacity to populate respective indicators with relevant data. Finally, EIGE will advise Member States in their efforts to improve their data collection processes. EIGE expects to increase Member States' capacity to populate indicators gradually; the process for each form of violence will last up to 3 years.

In 2020, EIGE will focus on femicide and will assess Member States' capacity to populate EIGE's indicator on this form of violence against women. In 2021, EIGE will focus on the rapidly growing phenomenon of cyber violence against women and girls, through inter alia, mapping of existing data, legislation and research on cyber violence against women and girls within Member States. In 2021, EIGE will gather data and information to support an analysis of the Eurostat Survey. Results of the work on risk assessment for police, factors that facilitate witness reporting, and the data from five indicators on intimate partner violence and femicide will compliment Eurostat's report in 2022.

EIGE will continue its support to Member States in combating female genital mutilation, estimating the number of girls at risk in the EU. The methodology used for nine Member States in the 2014 (IE, PT, SE) and 2017 (CY, BE, EL, FR, IT, MT) studies, will be applied to additional Member States in 2020 (DK, ES, AT, RO). In 2021, EIGE will disseminate the results from the study.

In 2020, EIGE will disseminate further its developed tools for police on risk assessment and risk management of intimate partner violence against women, supporting Member States in fulfilling their obligations under relevant international instruments. In the same year, the results of the study on factors that facilitate witness reporting of intimate partner violence, carried out in 2019, will be disseminated among Member States.

EIGE will also continue to raise awareness about violence against women as part of its communications mandate and to engage men and boys through the White Ribbon Campaign throughout 2020-2022.

Figure 4. Strengthening the capacity of institutional response to violence against women - targets 2020-2022

Target 2020	Target 2021	Target 2022
<ul style="list-style-type: none"> Assessment of Member States' capacity to collect comparable data and information on femicide 	<ul style="list-style-type: none"> Seven Member States able to populate indicator on Femicide Preliminary assessment of 	<ul style="list-style-type: none"> Analysis of data and qualitative information to compliment the findings of Eurostat's survey on GBV

⁴ The Directive [2012/29/EU](#) establishing minimum standards on the rights, support and protection of victims of crime ensures that persons who have fallen victim of crime are recognized, treated with respect and receive proper protection, support and access to justice.

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- | | | |
|---|--|---|
| <ul style="list-style-type: none"> • Extension of FGM risk estimation research to up to 4 Member States • Support to Eurostat in the implementation of the survey on violence | <ul style="list-style-type: none"> • Member States' capacity to collect comparable data on cyber violence • Dissemination of the FGM risk estimation study results in up to four Member States | <ul style="list-style-type: none"> • Five Member States able to populate indicator on cyber violence |
|---|--|---|
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2.2.4 Gender mainstreaming tools and methods, including Gender Statistics Database

As a key strategy to strengthen gender equality, gender mainstreaming (GM) 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**, EIGE will continue its work in developing gender mainstreaming tools and methods throughout 2020-2022. EIGE will ensure complementarity with EU priorities and will organise information sessions with EC and Member State officials to present relevant outcomes of EIGE's work on gender mainstreaming (e.g. gender budgeting, measurement framework on area H of BPfA).

In 2019, EIGE has updated information on institutional mechanisms for gender equality in the EU Member States and the results were placed on EIGE's online Gender Mainstreaming Platform. A measurement framework and a set of new indicators to monitor the developments in this area was proposed, validated and added to the Gender Statistics Database. Based on the aforementioned criteria, in 2020 a set of indicators will be developed and proposed as a complimentary tool to monitor the progress made in area H of BPfA (Institutional Mechanisms for the Advancement of Women).

In 2020, based on the results of the work from 2019 and following the gathering of the Commission for the Status of Women (CSW) in March, EIGE will organise a consultation with experts to discuss the potential for gender mainstreaming (post Beijing +25), including opportunities and challenges that impact its effective implementation.

EIGE's online tool for assessing gender-sensitive parliaments was developed in 2017 and tested in several national and regional parliaments in 2018. In 2019, EIGE used the General version of the tool to collect information from all EU Member States and the European Parliament. The results of the survey were presented on the Gender Mainstreaming Platform. Information about the tool and the results of the assessment will continue to be disseminated throughout 2020. The aim of dissemination is to promote the tool and use it for competence building of the administrations of parliaments on regional, national and EU levels, showcasing the learning from the 2019 European Parliament elections.

In 2020-2022, EIGE will continue developing gender mainstreaming tools and methods for policy implementation:

- In 2020-2021, EIGE will consolidate its toolkit for gender mainstreaming/ budgeting in ESIF with a tool for ESIF procurement requirements.
- In 2022, EIGE will start working on gender sensitive evaluation.

EIGE will update the Gender Mainstreaming Platform and communicate the new information to policymakers. This will assist policymakers to integrate a gender perspective into their respective policy area. In 2021, EIGE will update the GEAR tool and provide further assistance for gender mainstreaming in the research sector.

Throughout 2020-2022 and in response to requests from Member States and EU institutions, EIGE will support individual Member States and EU institutions who wish to strengthen their approach to gender mainstreaming, including gender budgeting. This action will be limited to a maximum of three requests per annum.

2.2.4.1 Gender Statistics Database

EIGE assists EU institutions and the Member States by the collation, analysis and dissemination of reliable and comparable data on equality between women and men, making it available through the Gender Statistics Database. EIGE ensures that the database is sustained as a key source of reference data on gender statistics and is thus maintained and updated regularly and accessible in a user friendly manner. This corresponds to a major objective of EIGE's work in this area: **to maintain a centralised, reliable and up to date database on key Gender Statistics and Indicators**. The content of the database reflects the areas of EIGE's work and adds value to policy making.

During the course of 2020-2022 and to further develop the database as a Knowledge management and communication tool⁵, EIGE will organise and display the datasets following a structure reflecting the agency's mandate. Its maintenance and updating process shall prioritise prominent statistical providers that are included in the Statistical Data and Metadata exchange structure (SDMX)⁶ such as Eurostat which allows an almost full automatic updating procedure. Identifying new sources of data and emerging needs will focus on progress monitoring of existing EU policy frameworks such as Europe 2020 and/or European Pillar of Social Rights, and having a frequent dialogue with its users, regularly monitoring the usage and quality of the content with EIGE's Experts' Forum. Aiming to keep pace with EU policy needs the focus of the datasets collected will be available gendered statistics in line with EU policy priorities. Particular attention will be given to EIGE's focus areas, i.e. gender-based violence (national administrative data sources and other sources which meet the strict quality criteria of the database), the Gender Equality Index, gender mainstreaming (indicators on institutional mechanisms), the Beijing Platform for Action and support to the Commission's Work-Life Balance Directive.

Throughout 2020-2022 within the framework of specific project, funded by the European Commission (DG NEAR), data on women and men in decision-making will be gathered from all countries who are part of the Instrument for Pre-Accession Assistance (IPA)⁷. Subject to the availability of additional funding, this data may also be collected from the EU Neighbourhood countries⁸. Subject to resource availability, routine data collection on women and men in decision-

⁵ For more detailed information see the public workspace on <http://eurogender.eige.europa.eu/thematic-network-workspaces/workspace-eiges-gender-statistics-database>

⁶ <http://ec.europa.eu/eurostat/data/metadata/metadata-structure>

⁷ http://ec.europa.eu/enlargement/instruments/overview/index_en.htm

⁸ http://ec.europa.eu/enlargement/neighbourhood/countries/index_en.htm.

making shall be gradually expanded to fulfil specific measurement needs for EIGE’s Gender Equality Index.

Synergies and complementarities with statistics users and statistical data providers will be implemented, through cooperation with other EU bodies where appropriate, in particular with the Commission DGs RTD, MOVE , DG REGIO and Eurostat and agencies such as, FRA, CEDEFOP, EU-OSHA and Eurofound.

Figure 5. Gender mainstreaming tools and methods - targets 2020-2022

Target 2020	Target 2021	Target 2022
<ul style="list-style-type: none"> • EU Institutions and all Member States informed about the gender mainstreaming platform, including an update on institutional mechanisms for gender equality in the EU and its Member States by Q4 • Parliaments of the Member States further informed about the Gender-sensitive parliaments tool • EU Institutions and all Member States informed about the Toolbox for gender budgeting in ESIF by Q4 • EU Institutions and Member States informed by the database and new statistics produced by EIGE 	<ul style="list-style-type: none"> • EU Institutions and all Member States informed about the gender mainstreaming platform, including update of the GEAR tool by Q4 • EU Institutions and Member States informed by the database and new statistics produced by EIGE • EU institutions and Member States informed about the tool for gender-sensitive procurement 	<ul style="list-style-type: none"> • EU Institutions and all Member States informed about the gender mainstreaming platform, including tools by Q4 • EU Institutions and Member States informed by the database and new statistics produced by EIGE

2.2.5 Other Research Initiatives

In accordance with its mandate, EIGE occasionally initiates innovative research to inform policy makers and other key stakeholders.

During 2017-2019, EIGE translated and prepared linguistic versions of the Gender Equality Glossary and Thesaurus in all EU languages. To ensure the products are of high quality, all linguistic versions were validated by national experts. The Glossary and Thesaurus provides a common terminology framework and is an integral support to the users of EIGE’s gender statistics database. The Gender Equality Glossary will be integrated into the EU's inter-institutional terminology database IATE and the EU's multilingual thesaurus EuroVoc once all linguistic versions are available. During this programming period, EIGE will finalise the production of linguistic versions in all EU languages and within the IPA project, in up to three languages of the region. EIGE will also seek to establish cooperation with the Council of Europe and EEAS to promote the gender equality terminology internationally. The need and feasibility for adding new terminology will be discussed with EU delegations and the EEAS.

Figure 6. Other research initiatives - targets 2020-2022

Target 2020	Target 2021	Target 2022
<ul style="list-style-type: none"> EIGE’s Gender equality glossary and thesaurus used as the standardised source for gender terminology by Q4 	<ul style="list-style-type: none"> Dissemination to the EU institutions and international actors 	<ul style="list-style-type: none"> Dissemination to the EU institutions and international actors

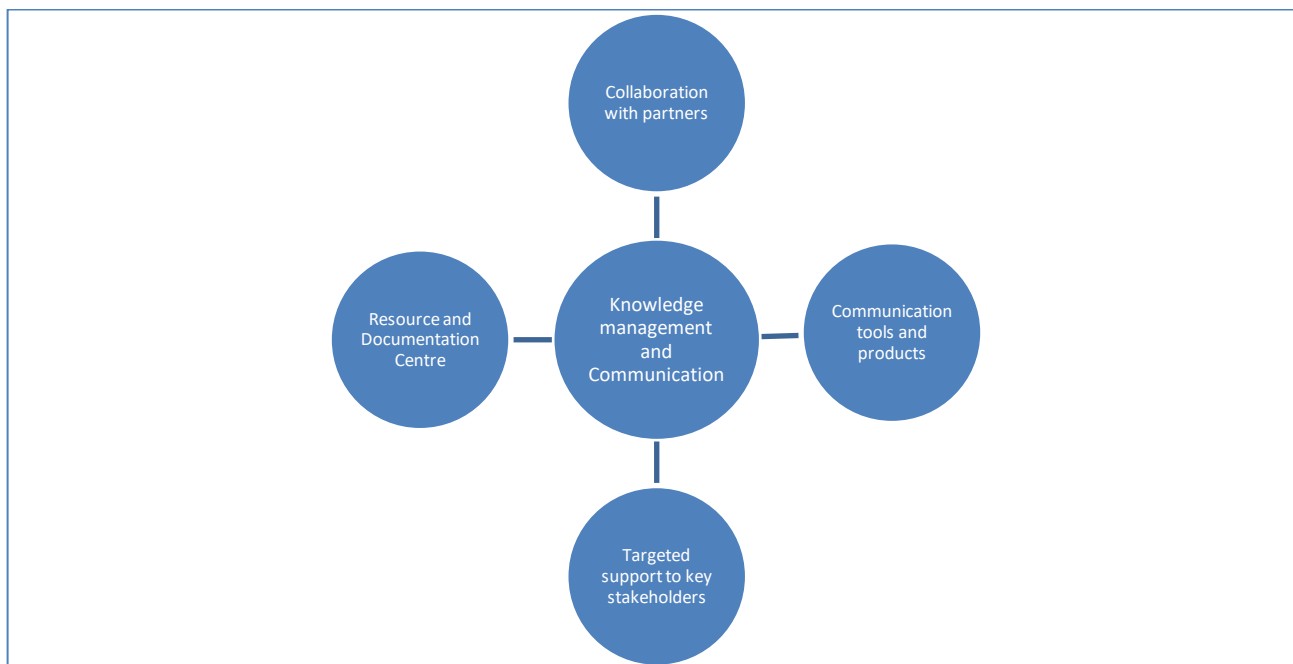
2.3. Knowledge Management and Communications –2020-2022

In line with its Knowledge Management and Communications Strategy 2019-2021, adopted by the Management Board in 2018, EIGE will communicate the internally produced knowledge in a timely manner and with modern and innovative tools. The aim will be on the one hand to support the key stakeholders with targeted resources and on the other, to continue reaching out to new audiences outside the gender equality community.

EIGE’s knowledge management and communication activities are guided by the following principles:

- Communication tools are continuously improved to facilitate effective outreach;
- Stakeholders are proactively provided with information to support policy-making at EU and national level;
- Outreach and uptake of EIGE’s work is monitored to further improve EIGE’s relevance.

Figure 7. Activities under Knowledge Management and Communications



In 2020-2022, EIGE’s communications activities will focus on the following main topics:

- Marking the 25 years anniversary of the Beijing Platform for Action

-
- Results of EIGE's studies to support the monitoring of Beijing Platform for Action;
 - Results of the annual updates of Gender Equality Index;
 - Gender budgeting, procurement and gender-sensitive evaluation;
 - Review of Institutional Mechanisms for Gender Mainstreaming;
 - Violence against women.

In 2020, EIGE will use the occasion of its ten-year anniversary to raise awareness on gender equality benefits among its stakeholders.

2.3.1 Communicating and disseminating EIGE's work

EIGE ensures a regular communication flow covering its ongoing and upcoming studies with an aim to ensure that stakeholders are well informed about the Institute's contribution to policy-making and to engage new stakeholders who would benefit from EIGE's work.

EIGE uses modern and innovative communication tools to reach out to its audiences across the European Union, and increasingly replaces printed publications by e-publications to facilitate efficient distribution. Electronic communications is complemented with face-to-face meetings.

With an objective to give an easy access to EIGE's research findings, and to engage new audiences, EIGE produces visual and engaging communication products. Targeted communications products are prepared for specific policy areas, for example to policy-makers in the fields of digitalisation, health and employment. These products are prepared based on identified stakeholder needs and policy relevance, and distributed to the relevant stakeholders in the EU and Member States.

To reach out to larger audiences, EIGE fosters media relations across the Member States. EIGE's media activities include active engagement with mainstream media from all the Member States, primarily through its Journalist Thematic Network, EU-wide press releases and a few press briefings organised every year.

EIGE also provides an extensive online library, the Resource and Documentation Centre (RDC), with a unique collection of "grey literature", policy and scientific documents which are otherwise difficult to access, and other gender equality resources from across the world. EIGE's cooperation with 19 specialised libraries from different EU countries enriched tremendously the scope and depth of the available documentation as well as the number of languages in which the resources are available. During this programming period, the interface will be made more accessible and user-friendly, in line with the stakeholder feedback collected in 2017. EIGE will also actively promote RDC to its stakeholders.

The RDC also has a gender equality library and a meeting room for the general public. The physical library has an important role in making the latest research available to EIGE's staff and visiting researchers. The meeting room serves as a hub for local communication activities organised in Vilnius.

2.3.2 Working with stakeholders and partners

The overall objective of EIGE's stakeholder relations is to ensure relevant and timely evidence and expertise to its key stakeholders. As part of the Project-led organisation approach and the planning process, the Institute's stakeholder engagement builds on proactive exchange and contacts, regular policy monitoring and consultations to assess policy relevance and the specific needs of its stakeholders in advance of planning its work.

During the 2020-2022 programming period EIGE continues to work closely with gender equality stakeholders within the European Institutions and in the Member States. In addition, following the recommendations of the 2015 external evaluation, EIGE strives to reach out to policy-makers outside of the gender equality community within the EU Institutions and in the Member States. These stakeholders are selected based on the topics of ongoing studies and policy relevance. During this programming period, EIGE aims to engage with the following stakeholders:

- ✓ **Employment and digitalisation:** DG Mobility and Transport (MOVE), DG Research and Innovation (RTD), DG Communications Networks, Content and Technology (CONNECT) and DG Employment, Social Affairs and Inclusion (EMPL) of the European Commission; Civil Liberties, Justice and Home Affairs (LIBE), Employment and Social Affairs (EMPL), Culture and Education (CULT) and Industry, Research and Energy (ITRE) Committees of the European Parliament; Ministries responsible for digital agenda and employment in the Member States
- ✓ **Health:** DG Health and Food Safety (SANTE); Environment, Public Health and Food Safety (ENVI) Committee; Ministries of Health in the Member States
- ✓ **Finance and budgeting:** DG Regional and Urban Policy (REGIO), DG Employment, Social affairs and Inclusion (EMPL) and Budget (BUDG) of the European Commission, Budget (BUDG) Committee of the European Parliament; Ministries of Finance in the Member States
- ✓ **Gender-based violence:** National ministries of justice and interior, EU agencies from the relevant JHA Agencies Network e.g. CEPOL, Eurojust and Europol

In addition to decision-makers, EIGE actively engages with stakeholders from academia, civil society, social partners and experts from the Member States, who provide valuable support to the quality assurance of EIGE's projects, give advice to the institute and engage in joint outreach initiatives. This cooperation is facilitated through EIGE's Experts' Forum as well as specific project teams.

EIGE also works in cooperation with other EU agencies and bodies, in particular Eurostat, FRA, CEDEFOP, EU-OSHA and Eurofound, where appropriate. As member of the network, EIGE cooperates with the agencies of Justice and Home Affairs (JHA) on identified areas of common interest. Since 2018, EIGE has taken an active role in preventing sexism and sexual harassment in the EU agency network and other EU institutions, and will continue these efforts during this programming period.

EIGE is also engaged in the EU agencies network on scientific advice (EU-ANSA) and contributes to strengthening a dialogue between senior scientific staff from 13 EU agencies with a strong science component to their work and scientific and technical advice to EU institutions, Member States and other relevant EU policymakers.

Supported by additional funding from the Commission (DG NEAR) under the Grant contract “Increased capacity of EU candidate countries and potential candidates to measure and monitor impact of gender equality policies (2018-2021)”, EIGE will continue to engage EU candidate and potential candidate countries (IPA) in the programming period of 2020-2022 and support them in their preparations for a possible future EU membership. EIGE’s cooperation with these stakeholders has already resulted in the development of the Gender Equality Index in Serbia, North Macedonia, Montenegro and Albania and it continues for the remaining EU candidate and potential candidate countries.

Figure 8. Knowledge Management and Communications - Targets 2020-2022⁹

Target 2020	Target 2021	Target 2022
<ul style="list-style-type: none"> • Aggregated outreach of EIGE’s communication channels increased by 10% compared to 2018 baseline • Influence of EIGE to policy-making at EU level increased by 10% compared to the 2018 baseline 	<ul style="list-style-type: none"> • Aggregated outreach of EIGE’s communication channels increased by 15% compared to 2018 baseline • Influence of EIGE to policy-making at EU level increased by 15% compared to the 2018 baseline 	<ul style="list-style-type: none"> • Aggregated outreach of EIGE’s communication channels increased by 20% compared to 2018 baseline • Influence of EIGE to policy-making at EU level increased by 20% compared to the 2018 baseline

⁹ The baseline has been established with reference year of 2018. The baseline refers to a set of qualitative and quantitative indicators to be used for monitoring usage of EIGE products. It provides a critical reference point for future comparing and interpreting of annual results, on the basis of which relevant interventions would be made.

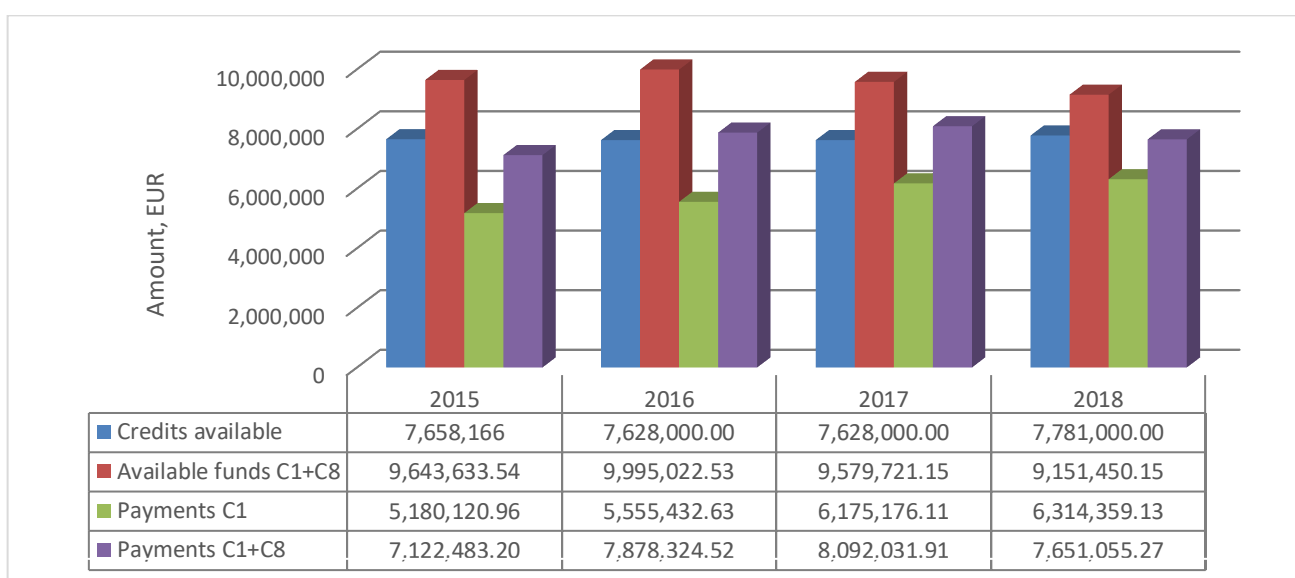
2.4. Human and financial resource outlook for 2020-2022

The European Institute for Gender Equality (EIGE)¹⁰ is one of the decentralised agencies carrying out technical, scientific or managerial tasks that contribute to the process wherein EU institutions make and implement policies. EIGE is committed to meet its institutional and operational challenges given the parameters of its financial and human resources for 2020-2022.

2.4.1. Overview of the past and current situation

The budget for 2018 adopted by the budgetary authority was EUR 7 781 000 (for 2017 EUR 7 628 000) (Graph 1 below).

Graph 1. Budget implementation in 2015-2018



On 31 December 2018, the Institute staff numbered 51, made up of 27 Temporary Agents, 14 Contract Agents, 4 (four) Seconded National Experts and 6 (six) Trainees.

Table 11 in **Annex III** provides an overview of all staff categories and projections of posts for the period 2019-2022. Prior to this period, the number of Establishment Plan posts decreased by 10% from 30 to 27. Allowing for the possibility for EIGE to offer short term contracts to cover long term leave and absences of staff, the total number of Contract Agents is expected to vary marginally during the period 2019 to 2022. The total number of other positions at EIGE is expected to be constant during the period of 2019-2022.

At the end of 2018, an occupancy rate of 100 % of the Establishment Plan was registered. Graph 2 below depicts aggregated total staff (made up of Temporary Agents, Contract Agents, SNEs and Trainees) for the period between January 2010 and December 2018.

¹⁰ Article 2 of the 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 OJ L 403/9 of 30.12.2006, (page 9) applies.

Graph 2. Evolution (2010 – 2018)



The evolution of the Institute’s establishment plan for the period 2018-2022 is presented in Table 12 in **Annex III**.

Total revenues in 2018 amounted to EUR 7 986 076 (EUR 7 935 243 in 2017) out of which EU contribution was 97.43 % (96.13 % in 2017) (Table 1 below). Projection of revenues for 2020-2022 is presented in Table 9 in **Annex II**.

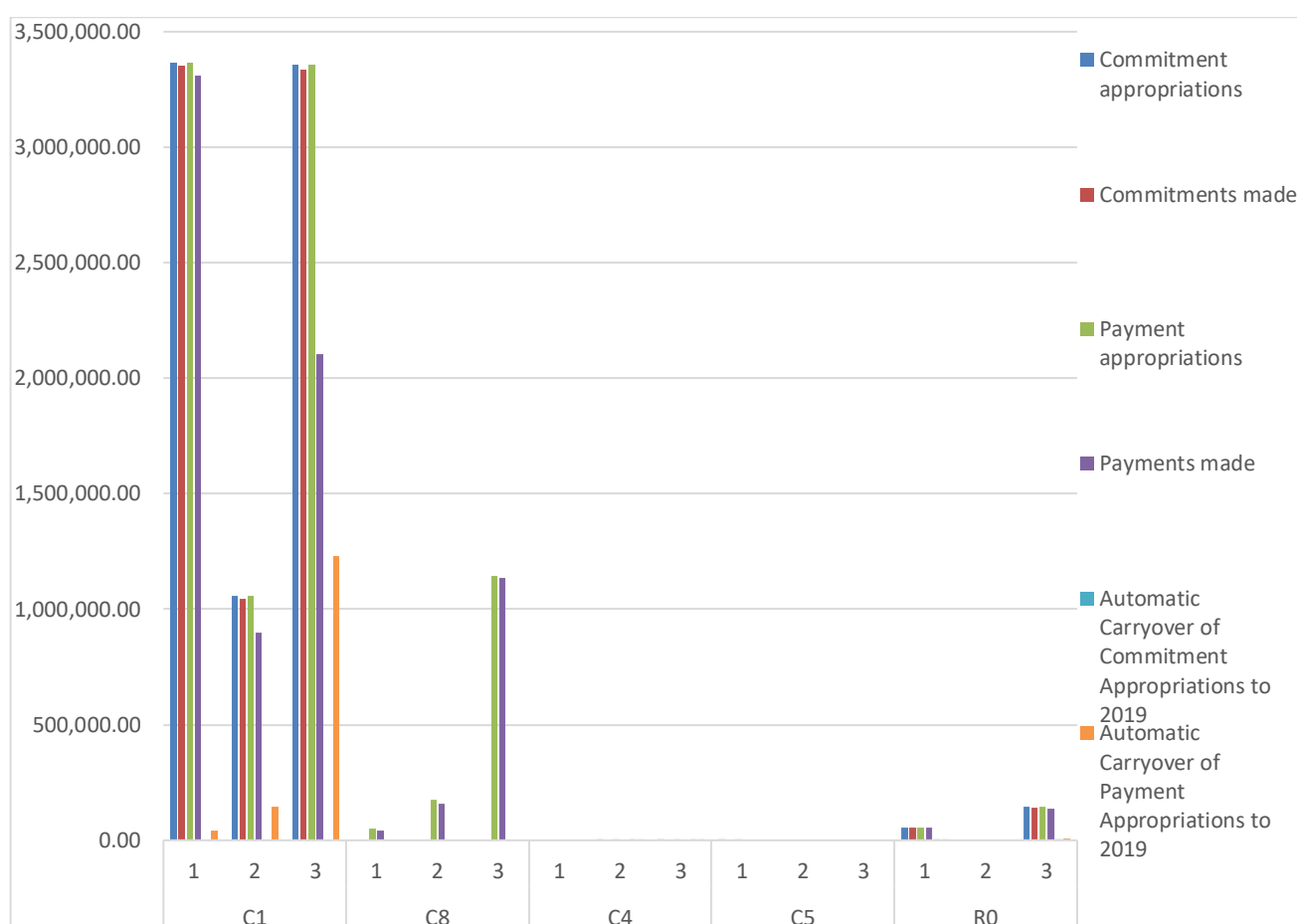
Table 1. Revenues in 2018

Item	Appropriations 2018	Assigned revenue	Total appropriations 2018
EU contribution	7,781,000.00		7,781,000.00
Other revenue		205,075.85	205,075.85
Total	7,781,000.00	205,075.85	7,986,075.85

Since 2013 EIGE has been receiving contributions from the Instrument of Pre-Accession Assistance (IPA). In 2018 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).

Expenditure in 2018 amounted to EUR 7 928 689 (EUR 7 618 866 in 2017) (Table 8 in Annex II) out of which EUR 3 408 564 (EUR 3 237 653 in 2017) in Title I, EUR 1 044 050 (EUR 996 845 in 2017) in Title II, EUR 3 476 075 (EUR 3 384 368 in 2017) in Title III (Graph 3 below).

Graph 3. Expenditure in 2018



Budget outturn for 2016-2018 is presented in Table 10 in **Annex II**. Budget outturn decreased during the period 2016-2018 from EUR 167 thousand to EUR 82 thousand.

- Information concerning recruitment policy, appraisal of performance and reclassification / promotions, mobility policy, gender and geographical balance and schooling is provided in **Annex IV**.
- Information on premises policy is provided in **Annex V**.
- Information on privileges and immunities is provided in **Annex VI**.
- Risks for the year and mitigating actions are identified in **Annex VII**.
- Procurement plan for 2020 is provided in **Annex VIII**.
- EIGE's organisational chart for 2020 is provided in Graph 5 in **Annex IX**.

2.4.2. Resource programming for the years 2020 - 2022

Financial Resources

The evolution of the planned total EU contributions as well as the Establishment Plan for the period 2013-2020 is provided in Table 2 below. The Establishment Plan has decreased from 30 in 2013 to 27 in 2017 (by 10 %). At present information on the next multi annual programming period starting from 2021 is not available. It is expected that the total EU contribution will be EUR 8 096 000 (same as in 2020) and Establishment Plan of 27 posts for 2021-2022.

Table 2. Evolution of the total EU contributions and establishment plan for the period 2013-2020

EIGE	Total EU contribution/authorized establishment plan								Total EU contribution 2014-2020
	2013	2014	2015	2016	2017	2018	2019	2020 ¹¹	
<i>Total EU contribution</i>	7,478	7,340	7,628	7,628	7,628	7,781	7,937	7,750	61 170
<i>Authorized Establishment Plan</i>	30	29	29	28	27	27	27	27	

Revenue

More than 97 % of EIGE's revenue in 2018 was the EU contribution and a similar trend is expected for 2020-2022. The amount of EU contribution for 2020 is estimated to be EUR 7 749 900¹², and in 2021-2022 is expected to be at the same level.

Expenditure

The general allocation of funds between titles is expected to follow the same trend in 2020-2022 as in 2018 (Table 8 in **Annex II**). Expenditure in 2020 is expected to be EUR 7 749 900¹³ (Table 8 in Annex II), out of which EUR 3 552 663 in Title I covering all staff related costs, EUR 1 145 337 in Title II covering main items as building rental expenses, ICT expenses as well as Management Board and Experts' Forum meeting expenses, EUR 3 051 900 in Title III covering operating expenditure.

Budget Outturn and cancellation of appropriations

Budget outturn decreased during the period 2016-2018 (from EUR 167 327 to EUR 82 096 (Table 10 in **Annex II**)).

Detailed data for financial resources planning for 2020-2022 is provided in Tables 7-10 in **Annex II**. These tables contain detailed information on revenue, expenditure, budget outturn and cancellation of appropriations.

Human resources

During 2018 three Temporary Agents left EIGE. This reflects an 11 % turnover¹⁴ of Establishment Plan staff¹⁵. EIGE ended the year with an occupancy level of 100 % of its Establishment Plan of 27 posts.

¹¹ As per the budget amendment of November 2020

¹² As per the budget amendment of November 2020

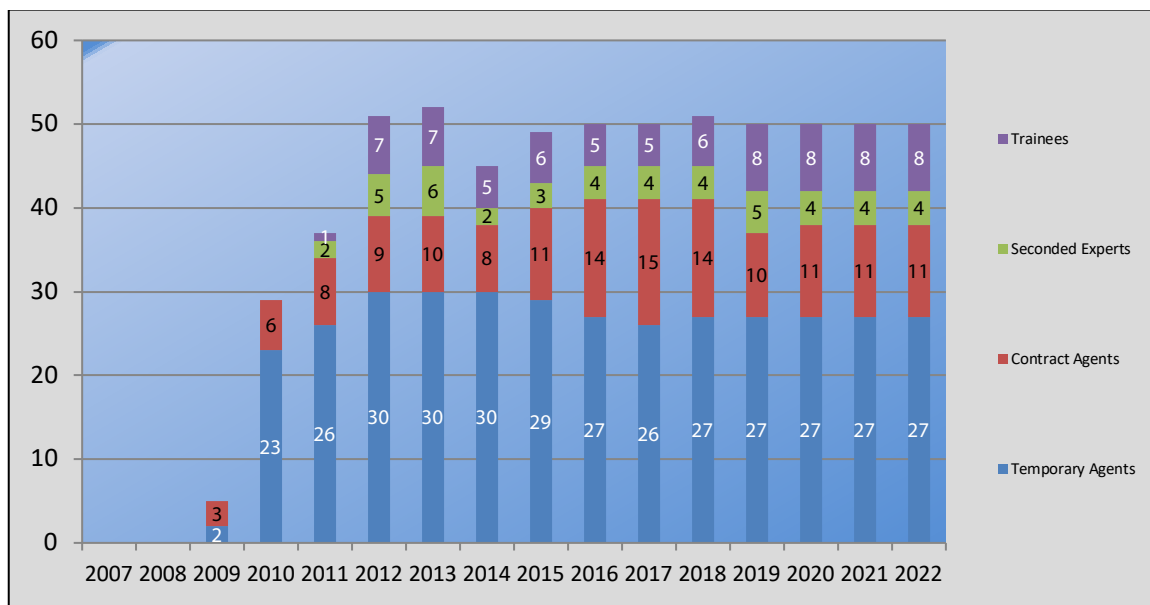
¹³ As per the budget amendment of November 2020

¹⁴ Staff turnover encompasses voluntary resignations, non-confirmation of contract during probation and non-renewal of contracts upon expiry. Of the three Temporary Agents who left EIGE in 2018, two were not confirmed in their post and one resigned.

¹⁵ The turnover of other categories of staff such as Contract Agents, trainees and SNEs is not included.

Graph 4 outlines actual (until end of 2018) and projected (until end of 2022) staff numbers for different staff categories.

Graph 4. Actual (2007-2018) & projected (2019-2022) staff numbers by category



Detailed data on projected staff evolution is provided in Table 11 in **Annex III**.

After the reduction in Temporary Agents posts (AD category) to 21 in the period 2015-2017 no further major changes are expected in 2020-2022. Six AST posts are forecasted for the period 2020-2022. The number of Contract Agents employed will vary marginally for 2020-2022. EIGE is requesting to exchange one Seconded National Expert (SNE) post to an additional Contract Agent at FG IV post. In such case the number of SNE posts would decrease from five to four, and number of Contract Agent posts would increase from 10 to 11. Since the very start EIGE has faced challenges in recruiting the full number of SNEs due to the difficulties of EU Member States to second public servants to the Institute. Such a lost opportunity impacts on already scarce resources of the Institute. To allow for the efficient use of envisaged external personnel and to meet increasing demands for EIGE’s work the requested change is seen as a viable option.

Resource outlook over the years 2020-2022

A) New tasks

N/A-

B) Growth of existing tasks

The following areas of the Institute’s work will be expanded in their scope:

- **Gender Equality Index:** The Gender Equality Index has generated significant interest among policy makers and other stakeholders leading to an increasing need to run additional analysis (e.g. to correlate the Index with other domains of public policies) and to adopt the application of the Index for monitoring specific policy areas. Starting in 2019, the Gender Equality Index is being updated and released annually and will need to be adjusted

to reflect the reduction to 27 Member States. The focus in 2019 was the domain of Time looking at Work life balance, specifically indicators assessing the impact of policies and practices in the Member States to support women and men in balancing their work and family responsibilities. For 2020 the focus will be on the domain of Work, assessing the impact of digitalisation and new forms of work on the lives of women and men.

- **Gender Statistics Database:** this tool has grown in importance as demonstrated by a consistently high number of external views, users' queries and data downloads. Constructed to contain statistics from varied sources as well as EIGE's primary source for certain datasets such as women and men in decision making and from 2019 Gender-based Violence, the Database provides user-friendly information to support the development of new policies. In 2018 having been allocated additional resources, EIGE collected data from IPA countries on women and men in decision-making. Data collection may also be gradually expanded following emerging measurement needs and in line with EIGE's resource availability. The reduction of the EU to 27 Member States with the departure of the UK will entail a significant effort in refining the Database to take this into account. Close cooperation with statistics users such as the European Commission (DG MOVE, RTD, REGIO) other International statistics providers will be maintained (e.g. Eurostat, UNECE, OECD, UN, Eurofound, FRA, OSHA, ODHIR, CEDEFOP, EUROPOL).
- **Violence against Women (VAW):** VAW is an important programme area of the Institute's work and requests from the key stakeholders to focus on different forms and types of violence and new tools to combat VAW are increasing. EIGE's work on improving administrative data collection by police and justice sectors on gender-based violence is well established. If data becomes available in 2021, EIGE will focus on the Satellite domain of Violence of its Gender equality Index. In 2019 EIGE undertook a study on Femicide and collected Good Practices by the Member States on managing / supporting bystanders and witnesses of intimate partner violence (including children of victims) and will focus on violence against certain groups of vulnerable women in 2020 - 2022.
- **Gender Mainstreaming:** increasing requests have been received for support from other EU Agencies and some Member States to advise on the process for Institutional Transformation and the inclusion of a gender perspective in Human Resource management and recruitment processes. In 2019 a report on the situation in Member States with regard to Institutional Mechanisms was produced and a seminar held to discuss future approaches to gender mainstreaming. EIGE's work on Gender Budgeting has resulted in the increased recognition for the online platform on Gender Mainstreaming and requests for support from EIGE.

C) Efficiency gains

EIGE will continue to work to identify changes to its work practices which will lead to efficiencies. This will include possibilities for sharing services and collaborations to avoid duplication of effort. In 2018 EIGE signed an SLA with DG HR to implement the SYSPER for EU Agencies project, which is expected to start in January 2019 and is to be completed at the end of 2020. Furthermore, in 2018 EIGE approached DG BUDG with a request to extend the accountant services. In addition, to sustaining collaboration with other EU agencies, from 2016 EIGE has introduced a project-led organisational structure that enhanced teamwork and efficiency. Based on the models and templates developed for this approach to work, EIGE established more effective working structures and strengthened the cooperation and knowledge sharing across groups of experts and units. This

approach also enabled better workload planning and distribution. EIGE will further explore possibilities to introduce IT solutions and tools to support recruitment and HR management processes as well as possibility to introduce paperless financial workflows. The SLA with Frontex on ex-post controls continues to be utilised.

D) Negative priorities/decrease of existing tasks

All activities presented in the draft work programme were identified by the Management Board as being important and contributing to the needs of key stakeholders. To implement these activities in a timely, effective manner much attention is paid to planning of resources and time.

E) Redeployment

In managing the increase in the scope of core tasks and in order to meet some emerging tasks, as part of its project-led organisation approach EIGE introduced an early feasibility analysis of key tasks and activities. This step helped shaping the future priorities and guided EIGE's management in redeployment of a few existing posts to match the new requirements. A certain percentage of time from staff within administration and KMC Units is allocated for managing of Operations / KMC projects across Units.

Reduction of posts: By end of 2017 the proposed reduction of 10 % in EIGE's establishment plan has been fully implemented.

3. Section III – Work Programme 2020

3.1 Executive summary

The findings of EIGE's External Evaluation (2015) showed that the Institute has established itself as the main source of information on gender equality in the EU, and is succeeding in adding value at European and national level by providing unique evidence for policy makers. EIGE has provided new evidence relevant for policy makers and developed tools to support them in their work, and will continue making them responsive to the needs of its diverse stakeholders.

To support better-informed decision-making, in 2020 EIGE will produce high quality research within its areas of work. The fifth edition of the Gender Equality Index, with a focus on the domain of Work in the context of newly emerging gender equality challenges in digitalisation and demand for new jobs and skills, will be released. In response to important changes in its external environment, caused by the COVID-19 pandemic and with the goal to support the EU decision-making with relevant data in such trying times, EIGE will launch relevant studies on COVID-19 pandemic in relation to the socio-economic consequences and the implications for victims of intimate partner violence.

Furthermore, EIGE's work on the improvement of administrative data collection and collaboration with the police and justice sectors will highlight their pivotal role towards the secondary prevention of gender-based violence and the support of the due diligence process. Based on the results of the assessment of the functioning of institutional mechanisms and gender mainstreaming finalised in 2019, EIGE will support Member States in strengthening the role of effective institutional mechanisms for gender equality.

In line with EIGE's Knowledge Management and Communications strategy 2019-2021¹⁶, the Institute will efficiently and proactively communicate the areas of strategic importance: digitalisation, the world of work, violence against women and other topics from EIGE's studies. In addition, the results of the Beijing +25 report, released in 2019, will continue to be actively communicated throughout 2020 in order to mark the 25th anniversary of the adoption of the Beijing Platform for Action. EIGE also shapes its communication response to the challenges brought by the COVID-19 pandemic by setting-up a webpage dedicated to COVID-19 and gender equality. Overall, EIGE will maintain an active engagement with its key gender equality stakeholders and additionally focuses on stakeholders relevant to the topics of EIGE's work this year, i.e. ministries for Education, Employment or Finance in the Member States and Commission DG's CONNECT, REGIO, DIGIT and EMPL. This Annual Work Programme introduces a degree of flexibility in order to provide additional outputs in line with emerging needs of EIGE's key stakeholders. EIGE's proposals for additional tasks / priorities are listed in Annex X.

¹⁶ Link to EIGE's Knowledge Management and Communications Strategy (once adopted in 2018)

3.2 Research and Data Collection in 2020

EIGE'S STRATEGIC OBJECTIVE ON RESEARCH AND DATA COLLECTION 2020 – 2022

To provide high quality research and data to support better informed and evidence based decision making by policymakers and other key stakeholders working to achieve gender equality

3.2.1 Monitoring the Beijing Platform for Action, supporting the Presidencies of the Council of the EU

Overview of the Activity

Each year EIGE develops a comprehensive report on the implementation of the objectives in the selected area of the BPfA, which feeds into the policy-making process through the Council Conclusions. The report offers a detailed analysis of the progress at Member State and EU level by reviewing existing indicators in the selected area and when appropriate, propose new indicators.

In 2020, the report will support the German Presidency on gender inequalities in unpaid care work and the labour market in the EU. On the basis of the report, EIGE will develop policy briefs and/or factsheets with new facts and figures for dissemination to a wide range of stakeholders. In addition, 2020 will be marked by active communication of the fifth review of the BPfA agenda – a Beijing +25 report - which reviewed the implementation of the objectives across all 12 areas of concern, assessed gender mainstreaming policies at the EU and national levels and paid a specific focus to strengthening of the social dimension of the EU. EIGE will also prepare a research note on home-based long-term care and work-life balance, at the request of the Croatian Presidency.

During 2020, EIGE will begin preparations to gather data and information for the Beijing area of concern chosen for review under the Slovenian Presidency (second Semester of 2021). When requested, EIGE will also prepare a research note for the Portuguese Presidency (first semester of 2021).

Where relevant, research undertaken for the Beijing report will be complemented by the identification of good practices in Member States, which merit targeted dissemination to inform policy makers across the EU. EIGE's good practise collection is promoted in the Institute's communication channels and presented in various stakeholder events in the EU. In addition and if relevant, other targeted communication materials will be developed to meet the needs of specific stakeholders and to reach the widest audience possible.

Objectives, outputs, indicators and outcomes for Activity 1 – Reviewing the BPfA, supporting the Presidencies of the Council of the EU

Objective 1

To support the EU and Member States in the implementation of the BPfA and gender equality priorities in the EU

Specific Objective	✓ To support the monitoring of international commitments of the EU and Member States by providing the necessary evidence: support to the Presidencies of the Council of the EU
Targets 2020	<ul style="list-style-type: none"> ✓ Findings of research note sets basis for policy discussions at EU level by Q2 ✓ Council Conclusions including Indicators are based on EIGE’s report monitoring BPfA
Target indicator	<ul style="list-style-type: none"> ✓ Research note discussed in at least 2 EU level meetings ✓ EIGE’s recommendations and proposed indicators are endorsed by EPSCO Council Conclusions
Expected results (Outcomes)	1. Better informed policy-making of EU and Member States
Outcome Indicators	<ul style="list-style-type: none"> 1.1 At least 10 references in literature/policy documents to Finnish (Beijing+25) and Croatian reports by Q4 1.2 At least 20 presentations of Finnish, Croatian, and German reports in stakeholder events by Q4 1.3 At least 25 requests to present findings from Finnish, Croatian, and German reports in stakeholder events by Q4
Outputs	<ul style="list-style-type: none"> 1.1 Communication activities to promote the research findings of Beijing+25 and to mark the 25-years anniversary of Beijing Platform for Action 1.2 Croatian research note 1.3 Comprehensive review and associated briefing of the area of concern of the BPfA – Women and the Economy, including good practices (German Presidency) 1.4 Communication products for the research findings developed for Croatian and German Presidencies 1.5 Agreement on the topic of research note to support Portuguese (if requested, 2021 first semester) Presidency 1.6 Technical specifications for the Slovenian Presidency including, if relevant, good practices
Output Indicators	<ul style="list-style-type: none"> 1. Communication products published and activities organised to promote for the research findings of Finnish Presidency available by Q4 2. Croatian research note published by Q2 3. Communication products for the research findings of Croatian and German Presidencies developed by Q4 4. Comprehensive review and associated briefing of the areas of concern of the BPfA – Women and the Economy, including good practices (German Presidency) produced by Q4 5. Formal confirmation by Portuguese Presidency of the research topic received by Q4 6. Technical specifications for the Slovenian Presidency including, if relevant, good practices, launched by Q2

3.2.2 The Gender Equality Index

Overview of the activity

The focus of the 2020 Index edition will be on the domain of Work in the context of digitalisation and the demand for new skills. Gender challenges in digitalisation at work will be analysed in relation to overall progress in gender equality as measured by the Gender Equality Index. The analysis will also incorporate an intersectional perspective.

In 2020, EIGE will launch a research on the socio-economic implications of the COVID-19 pandemic from the gender equality perspective, using an EU-wide online panel survey. The impact of the COVID-19 crisis, including an in depth look on implications for work-life balance, will be analysed throughout 2021. The obtained insights and data will inform the thematic focus of Index 2022.

Given the notable contribution of the Gender Equality Index to policy-making and increased awareness about gender equality at the EU and national levels, EIGE communicates the Index results in an event targeting key stakeholders in the focus area of the relevant Index edition. EIGE will also develop country analysis for all Member States, factsheets on the thematic focus of the Index and tailor-made communication for interested countries, either in the form of communication products or by organising targeted visits to a limited number of Member States.

Objectives, outputs, indicators and outcomes for Activity 2 – the Gender Equality Index

Objective 2

To support EU and Member States' policy-making by monitoring gaps and trends in gender equality

Specific Objective	✓ To maintain and further develop a composite statistical measure of gender equality attainment at EU and Member State levels
Targets 2020	✓ EU Institutions and all Member States informed on the 5 th edition of Gender Equality Index
Target indicator	✓ EU Institutions and all Member States informed on the 5 th edition of Gender Equality Index by Q4
Expected results (Outcomes)	1. Increased use of the Index as a reference source for the EU institutions, the Member States and other stakeholders

Outcome Indicators

- At least 10% more references to the Index by EU Institutions and international organisations compared to 2018
- At least 10% increase of web visitors in Q1-Q3 2020, compared to Q1-Q3 2017
- At least 10% increase of web visitors in Q4 2020 (after release), compared to 2018 baseline (Q4)
- At least 15 requests to present the Index in stakeholder events by Q4
- All requests to receive information on the Index answered in time

Outputs

- Gender Equality Index 2020 report
- Gender Equality Index 2020: country analysis for all Member States
- Updated interface of Gender Equality Index
- Release of the Gender Equality Index 2020
- Launch of the study on the socio-economic implications of the COVID-19 pandemic
- Communication products

Output Indicators

- Gender Equality Index 2020 report published by end of Q3
 - Gender Equality Index 2020: country analysis produced by the end of Q3
 - Updated interface of Gender Equality Index available by Q3
 - Event to release the 5th Gender Equality Index 2020 organised in Q4
 - Study on the socio-economic implications of the COVID-19 pandemic launched by Q4
 - Communication materials by Q4
-

3.2.3. Strengthening the capacity for the institutional response to violence against women

Overview of the activity

To contribute to the EU's commitment to address violence against women, established in the Treaty of the European Union¹⁷, EIGE will continue supporting Member States in strengthening their institutional capacity to respond to violence against women. Since 2010, EIGE has played an integral role, improving knowledge, availability, quality and comparability of data at EU level, on the most prevalent forms of violence against women. Besides specific research on a range of selected aspects of violence against women, EIGE has highlighted the differences in definitions, concepts and understandings of violence against women and the forms in which it manifests, and supported the collection of comparable administrative data on intimate partner violence across Member States. EIGE will also assess Member States' capacity to populate respective indicators of the current measurement framework with administrative data (e.g., on femicide).

Following the strategic discussion of the Management Board and Experts' Forum on priorities 2019-2021 and EIGE's work on the improvement of administrative data collection, collaboration with the police and justice sectors will continue in 2020. In recognition of their pivotal role towards the secondary prevention of gender-based violence and the support of the due diligence process, EIGE's tools on risk assessment of intimate partner violence by police will be further disseminated. EIGE developed a guide, which emphasises the principles of an individualised victim-centred approach, multiagency cooperation and intersectionality. Furthermore, the results of the study on

¹⁷ Declaration on Article 8 of the Treaty on the Functioning of the European Union

factors that facilitate witness reporting of intimate partner violence will be disseminated to Member States in 2020.

Given that the improvement of availability, quality and comparability of data at EU level remains a key priority in the area of gender-based violence, EIGE will continue the promotion of indicators developed during 2017 on rape and intimate partner violence. The specific focus of the work programme for 2019-2021 and 2020-2022 will be femicide. EIGE developed a basic definition of femicide in intimate relationships for statistical purposes and assessed Member States' capacity to populate the indicator in 2017 (17 Member States' are only able to populate homicide data in the context of intimate partner violence as a proxy). In 2019, EIGE started the development of a classification of femicide not limited to intimate partner relationships and, in 2020, EIGE will assess to what extent Member States can populate exact data.

EIGE will apply its methodology to estimate the number of girls at risk of Female Genital Mutilation to another group of Member States publishing the results in 2021. Secondary data on migrant populations from FGM practicing countries will be collected and combined with qualitative research. In 2020, risk estimations in an additional four Member States (DK, ES, AT, RO) will be added to the 13 data sets already collected: nine (BE, IE, EL, FR, IT, CY, MT, PT, SE) through EIGE's studies on female genital mutilation in 2015 and 2018 and three from studies carried out by individual countries (DE, FI, NL). In this way, comparability of data on the risk of female genital mutilation in the EU will be increased and Member States further supported to prevent the practice.

In 2020, EIGE will continue to explore potential data sources for measuring incidents and prevalence of violence against women to be included in EIGE's Gender Statistics Database. As a member of the Eurostat Task Force, EIGE will support the process of implementing a prevalence survey on gender-based violence, through the contribution of gender expertise. EIGE will prepare for processing the resulting data and micro data from the Eurostat Survey on gender-based violence for inclusion in the Gender Equality Index and other relevant areas.

Furthermore, EIGE plans to launch in 2020 a study on the consequences of the COVID-19 pandemic for victims of intimate partner violence (IPV) as a response to the emerging issue. Upon the request from the European Commission, EIGE will update the study on the costs of violence against women, to support Commission's evaluation of the effects of the relevant EU acquis on preventing and combatting violence against women and domestic violence. In view of the COVID-19 situation, the Management Board decided to redirect efforts towards the above-mentioned study on the implications of COVID-19 to women victims of IPV therefore cancelling a study on violence against refugee women.

In cooperation with the German Presidency of the Council of the EU, a conference on gender-based violence will be organised in Germany. It will focus on improving data collection by police and factors that encourage witnesses to report intimate partner violence.

Throughout 2020, EIGE will continue with strategies to involve men as key stakeholders in combating violence against women via targeted communications and campaigns.

Objectives, outputs, indicators and expected outcomes for Activity 3 – strengthening the capacity of institutional response to violence against women

Objective 3

To strengthen capacity of Member States and to support EU Institutions to address violence against women

Specific Objective	✓ To improve Member States capacity to collect comparable administrative data on violence against women
Targets 2020	✓ Assessment of Member States capacity to collect comparable data and information on specific forms of violence against women ✓ Extension of FGM risk estimation research to up to 4 Member States
Target indicator	✓ Full information request sent to Member States ✓ Up to 4 Member States participate in the FGM Study
Expected results (Outcomes)	<ol style="list-style-type: none">1. Member States consulted on EIGE's study on capacity to populate the indicator on femicide2. Member States commit to cooperate to EIGE's study on risk estimation of female genital mutilation3. Member States informed on definitions and classification of femicide4. At least half of Member States have the capacity to provide data on femicide, to be included in the domain of Violence for the 7th edition of the Gender Equality Index
Outcome Indicators	<ol style="list-style-type: none">1. All Member States consulted by Q42. At least 3 Member States officially endorse EIGE's study on risk estimation of FGM (by Q4)
Outputs	<ol style="list-style-type: none">1. Technical specifications on EIGE's study on assessment of Member States capacity to populate an indicator on femicide2. Technical specifications on EIGE's study on estimation of number of girls at risk of female genital mutilation3. Contributions to the Eurostat Task Force on the Survey on gender-based violence4. Technical specifications on EIGE's study on the implications of COVID-19 pandemic to women victims of IPV5. Technical specifications on EIGE's study on estimating the costs of violence against women6. Communication materials on femicide and on results of the study on factors that facilitate witness reporting of intimate partner violence
Output Indicators	<ol style="list-style-type: none">1. Technical specifications on EIGE's study on assessment of Member States capacity to populate the indicator on femicide launched by Q22. Technical specifications on EIGE's study on risk estimation of female genital mutilation launched by Q23. 100% of requests from Eurostat Task Force responded by their deadline4. Technical specifications on EIGE's study on the implications of COVID-19 pandemic to women victims of IPV launched by Q2 20205. Technical specifications on EIGE's study on estimating the costs of violence against women launched by Q4 20206. Materials on definition and classification of femicide and on results of the study on factors that facilitate witness reporting of intimate partner violence communicated by Q4 to relevant institutions in all Member States

3.2.4 Gender mainstreaming tools and methods, including Gender Statistics Database

Overview of the activity

In 2019, EIGE updated the section on Country specific information on the Gender mainstreaming platform with regard to institutional mechanisms for gender mainstreaming. The indicators identified will be integrated into EIGE's Gender Statistics Database and regularly updated.

In 2020, the assessment of the institutional mechanisms and the implementation of gender mainstreaming, based on the indicators, will be prepared to complement the BPfA +25 Presidency Report. The results and examples of different approaches and good practices, developed in 2019, will be shared with Member States in the context of the Beijing +25 conference. Based on the results of 2019 and following the assembly of the Commission for the Status of Women (CSW) in March, EIGE will organise an experts consultation to discuss the application by Member States of Gender Mainstreaming, including opportunities and challenges that affect its effective implementation.

In order to encourage more gender-balance in the European Parliament elections, in 2019 EIGE disseminated information on the online tool for assessing gender-sensitivity of parliaments. This tool was designed to offer a set of indicators to measure the integration of gender equality into structures and procedures of parliaments. Taking stock of the experiences gained from the testing in 2018 and 2019 in the context of the elections to the European Parliament, in 2020 EIGE will further disseminate the tool and promote it among national and regional parliaments in the EU. EIGE will also continue efforts to cooperate with COSAC the International IDEA and OSCE/ODHIR to use and distribute the tool.

In 2020, EIGE will continue supporting the work of the Managing Authorities in implementing the horizontal principle of Gender Mainstreaming in the EU's main investment instrument, the ESIF. EIGE will disseminate information on the gender budgeting toolkit for gender mainstreaming/budgeting in ESIF.

In order to consolidate its gender budgeting toolkit, EIGE will initiate its work on the development of a tool for ESIF procurement requirements. The tool will cover non-ESIF context too. Exchange of practices and information with Member States and EC desk officers will be an important element of this project.

EIGE's Gender Mainstreaming Platform will also be updated with the results of in-depth work on collection and dissemination of practical examples of effective gender mainstreaming across policy sectors. In 2020, EIGE will update the outcomes of its work on the research sector (GEAR tool).

If requested, EIGE will support up to five Member States/EU institutions (including EU Agencies) who wish to build their capacities to mainstream gender in their policies. The Thematic Network on Gender Mainstreaming will play a key part in this task, specifically by facilitating technical expertise and exchange of practices on the implementation of effective gender mainstreaming. Two meetings of the Gender Mainstreaming Thematic Network will be held in 2020.

All the work done throughout 2020 will further contribute to the expansion and updating of the online platform on Gender Mainstreaming in order to make it a comprehensive source of information / competence development tools and good practices. EIGE will monitor the use of the platform with a view to improving it further, in line with stakeholders needs.

Objectives, indicators, expected outcomes and resources for Activity 4 – Mainstreaming gender

Objective 4

Providing Tools to build the capacity of EU Institutions and EU Member States to mainstream gender into all policy areas

Specific Objective	✓ To increase the use of EIGE's gender mainstreaming platform, including tools, by EU institutions and EU MS
Targets 2020	<ul style="list-style-type: none"> ✓ EU Institutions and all Member States informed about the updates on the gender mainstreaming platform, including tools and sector-based research by Q4 ✓ Member States and EU institutions apply the tools
Target indicator	<ul style="list-style-type: none"> ✓ Information on the updates of the gender mainstreaming platform sent to EU Institutions and all Member States by Q3 ✓ Support provided to up to 5 Member States and at least 1 EU Institution by Q4
Expected results (Outcomes)	<ul style="list-style-type: none"> • Updated information on methods, tools, institutional mechanisms for gender equality and country specific information on the GM platform by Q3 • National/Regional Parliaments continue to use the online tool for gender-sensitive parliaments • Stakeholders better equipped to monitor progress in the implementation of gender mainstreaming in the Member States, by Q4 • Feedback gathered on gender mainstreaming post Beijing +25 • Managing Authorities and EC officials informed about the toolbox for gender budgeting in ESIF, by Q4
Outcome Indicators	<ol style="list-style-type: none"> 1.1 References to EIGE's work on gender mainstreaming from at least 5 EU Member states and at least 1 EU Institution by Q4 1.2 Access to the step-by-step guide on gender budgeting tool 2. Number of completed surveys of the gender-sensitive parliament tool by National/Regional parliaments and references to the tool by other organisations (OSCE, IDEA, COSAC, etc.) 3. Number of participants of the meeting on Gender Mainstreaming post Beijing +25
Outputs	<ol style="list-style-type: none"> 1. Updated country specific information on Gender Mainstreaming online platform 2. Recommendations on implementation of gender mainstreaming post Beijing +25 developed 3. Indicators on institutional mechanism and gender mainstreaming populated and published in gender statistics database 4. Report on the implementation of gender mainstreaming in the EU available for CSW 5. Expert consultation on gender mainstreaming post Beijing +25 6. Set of gender-sensitive procurement practices
Output Indicators	<ul style="list-style-type: none"> • All country specific information and "institutions and structures" updated on the GM platform by Q4 • Recommendations on implementation of gender mainstreaming post Beijing +25 developed by Q1 • Indicators on institutional mechanism and gender mainstreaming populated and published in gender statistics database by Q3 • Report on the implementation of gender mainstreaming in the EU available for CSW by Q1 • Expert consultation on gender mainstreaming post Beijing +25 by Q3

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- Information sessions with EC and Member States officials to present relevant outcomes of EIGE's work on gender mainstreaming held (e.g. gender budgeting, measurement framework on area H of BPfA) by Q4
 - Background information on gender-sensitive procurement collected by Q4
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3.2.4.1 Gender Statistics Database

In the course of 2020, EIGE will restructure the database interface while ensuring that it continues to be maintained and updated regularly and is available in a user-friendly manner. The revised structure will focus primarily on data collected by EIGE and gender statistics critical for the Institute's research (e.g. the Beijing +25 review providing evaluation on the progress in achieving the objectives across all 12 areas of concern, work life balance indicators and data on gender-based violence). Following on from the European Commission's request and financial contribution, (DG NEAR) data on women and men in decision making in EU candidate and potential candidate countries¹⁸ have been collected and subject to additional funding, data in countries that are part of the EU Neighbourhood Policy. In line with resource availability, routine data collection under this area will be gradually expanded envisaging to fulfil specific measurement needs such as the sub domain of social power under the Gender Equality Index and the update of EIGE's gender sensitive parliaments' tool. EIGE will collaborate with DG RTD to ensure complementarity of data provided by She figures.

In order to help monitoring the impact of the Commission's gender mainstreaming policy in the transport sector, EIGE will assess the feasibility of mapping gender disaggregated data on transport collected under Women and Men in decision making to support the gender analysis process of the Directorate-General in charge of Mobility and Transport.

Furthermore, to help monitoring the impact of the Commission's gender mainstreaming in the area of climate policy and support the gender analysis process in the EU climate policies, EIGE shall map data availability and study the feasibility of collecting/analysing appropriate sex-disaggregated data in particular on the impact of climate change on women.

In the context of the Commission's Work-Life Balance Initiative and under the Database activities, EIGE will regularly update the set of indicators for the work-life balance scoreboard, including indicators on eligibility for parental leave. These will be integrated into EIGE's Gender Statistics Database.

Furthermore, particular attention will be given to strengthening partnerships with relevant statistical producers/providers as well as to integration of new data relevant to (emerging) areas of EIGE's work and the EU policy priorities. The updating and maintenance process of the tool will be carried out in partnerships with statistical providers/producers, contributing to mainstreaming gender into statistics.

Aiming to take full advantage of the rich relationships between keywords and statistical terms, EIGE's Glossary and Thesaurus will be linked to the Gender Statistics Database.

¹⁸ Membership candidate countries and potential candidates

Another important priority for 2020 is to raise awareness of the database and to increase its usage, making sure it gives reliable and timely information to various stakeholders and to further promote this valuable data source.

Objectives, outputs, indicators and outcomes for Activity 5 – EIGE’s Gender Statistics Database

Objective 5

EIGE’s Gender statistics are used in policy-making

Specific Objective	✓ To inform policy-making at EU and Member State level with unique gender statistics produced by EIGE
Targets 2020	✓ EU Institutions and all Member States informed by the database and new statistics produced by EIGE
Target indicator	<ul style="list-style-type: none"> ✓ Unique gender statistics produced to support EU policy priorities ✓ EIGE’s gender statistics referenced in policy documents of EU Institutions and Member States and in outputs of other stakeholders
Expected results (Outcomes)	1. Increased recognition and usage of the database among policy makers and other stakeholders
Outcome Indicators	<ul style="list-style-type: none"> a. At least 25% increase of EU National statistics offices linking to the gender statistics database by Q4, compared to baseline 2017 b. At least 15% increase in the references to the gender statistics database in policy documents and literature, compared to baseline established in 2018
Outputs	<ul style="list-style-type: none"> ○ Database updated with statistics from external providers ○ Unique gender statistics produced in relation to EU policy priorities ○ Database platform restructured ○ Gender statistics analysis (transport and environment) and statistical notes
Output Indicators	<ul style="list-style-type: none"> ○ Database updated with statistics from external providers in Q 4 ○ Unique gender statistics produced in relation to EU policy priorities available in Q4 ○ First phase of Database restructured by Q4 ○ Two feasibility analyses and four statistical notes by Q4

3.2.5 Other Research Initiatives

In 2020, EIGE will finalise the remaining linguistic versions of the Gender equality Glossary and Thesaurus, working in cooperation with national experts to ensure high quality and visibility in the Member States. By the end of 2020, EIGE aims to have the glossary and thesaurus online in all EU languages and will focus on its active promotion. Furthermore, within the IPA 2019-2021 project, EIGE will support the production of up to three linguistic versions of the Glossary and Thesaurus in cooperation with the IPA beneficiaries.

The Glossary and Thesaurus will be promoted to stakeholders in the Member States during EIGE’s country visits, presentations in stakeholder events and through stakeholders such as Equinet, the Experts’ Forum and EWL. In 2020, EIGE plans to approach the Council of Europe and EEAS to discuss

the channels of dissemination of linguistic versions for all EU delegations and in particular, within the UN branches. EIGE will discuss the need and feasibility for additional terminology for EU delegations with the Commission and the EEAS.

EIGE will also build on the synergies created in previous years with EuroVoc – the EU-wide multi-lingual terminology database managed by the Publications Office, and IATE – a terminology tool for translators of the Translation Centre for the Bodies of the European Union (CdT) with the aim to widen the usage of the Glossary and Thesaurus.

Objectives, indicators, expected outcomes and resources for Activity 6 – Own Initiative Research

Objective 6	
Providing evidence on emerging challenges for gender equality	
Specific Objectives	➤ To support better informed policy making on current challenges for gender equality with appropriate comparable terminology
Targets 2020	<ul style="list-style-type: none"> EIGE's Gender equality glossary and thesaurus used as the standardised source for gender terminology by Q4
Target indicator	<ul style="list-style-type: none"> At least one additional linguistic version of EIGE's Gender equality glossary and thesaurus endorsed at National level by Q4
Expected results (Outcomes)	1.1 National stakeholders equipped with harmonised definitions and concepts on gender equality in their own language by Q4
Outcome Indicators	1. Communication of the linguistic versions of the glossary and thesaurus
Outputs	2. All linguistic versions of glossary and thesaurus available online
Output indicators	7. All linguistic versions of glossary and thesaurus published by Q4

3.2.6 Human resources in research and data collection

The table below shows the human resources (in terms of FTEs (full time equivalents)) and related staff costs from the budgetary perspective foreseen to be allocated to this element of EIGE's work in 2020. In 2016 EIGE has implemented the Activity Based Budgeting (ABB) approach and the figures presented in the table were calculated in the ABB tool. General overview of resources needed is presented in **Tables 5-6** in **Annex I**.

Table 3. Human resources* / Research and Data Collection for 2020

Area	Temporary agents TA	Contract agents CA	SNE	Total staff	% of total EIGE staff	Budget Title 1 'STAFF', EUR
Beijing Platform for Action	2.95	1.39	0.85	5.19	11.32%	409,267.57 €
Gender Equality Index	3.31	1.63	0.65	5.59	12.20%	647,941.22 €
Recent data on Gender Equality	2.48	0.82	0.50	3.80	8.29%	298,099.35 €
Gender-based Violence	2.83	0.51	1.20	4.54	9.91%	413, 471.48 €
Gender Mainstreaming	2.60	0.84	0.80	4.24	9.25%	346,406.11 €
ALL	14.17	5.19	4.00	23.36	50.97%	2, 124 122.40 €

* HR figures are presented as FTEs

Time of 2 FTE of CA staff financed under IPA programme is included in the calculations in the ABB model.

3.3. Knowledge Management and Communication in 2020

STRATEGIC OBJECTIVE ON KNOWLEDGE MANAGEMENT AND COMMUNICATION 2020 - 2022

To manage all knowledge produced by EIGE to enable timely and innovative communication that meets the targeted needs of key stakeholders

3.3.1 Communication and dissemination of EIGE's work

In 2018, EIGE updated its Knowledge Management and Communications strategy for the period of 2019-2021. The update reflects the needs of the key stakeholders: the European Commission, the European Parliament, the European Council and the Member States and aims to ensure the efficiency of the Institute's communications, taking stock of the baseline monitoring. In line with the strategy, EIGE continues its proactive, engaging and user-friendly communications approach and aims to engage new stakeholders, including policy-makers in the area of education and digitalisation.

The main topics for communications in 2020 include marking the Beijing Platform for Action review on its 25th anniversary, based on the study done for the Finnish presidency, the research note for the Croatian presidency on home-based long-term care, the study prepared for the German

presidency on gender inequalities in unpaid care work and the labour market in the EU, EIGE's work on institutional mechanisms for gender mainstreaming, the results of the Gender Equality Index 2019 and gender-based violence. Updates of EIGE's Gender Statistic database will be used as a resource in all EIGE's communication tools.

EIGE will closely monitor developments in the external environment with an aim to identify emerging topics and communicate EIGE's work connected to them. An important example is EIGE's communication response to the crisis brought by the COVID-19 pandemic and the dedicated webpage on COVID-19 and gender equality. Another example is EIGE's active engagement with other EU Agencies and EU institutions aiming to promote the use of gender-sensitive language and to prevent sexism and sexual harassment in the workplace.

In 2020, EIGE will mark its 10 years anniversary and use the occasion to raise awareness on gender equality in the EU, focusing on its achievements so far and the future of gender equality.

Communication tools and channels

In line with its Knowledge Management and Communication strategy and building on its steadily increasing outreach, EIGE uses its communication tools and channels to increase awareness and uptake of the Institute's research findings. For example, the topics of EIGE's videos, infographics and media engagements are based on the relevant research topics. EIGE is committed to continuously monitor the efficiency of its communication tools, and reports on the developments to the Management Board.

EIGE will continue to cooperate with the Commission's communication department, which has brought increased visibility to EIGE's work in the past years. EIGE will build on this especially regarding communications around the International Women's Day, the International Day to Eliminate Violence Against Women and the Gender Equality Index release.

3.3.2 Working with stakeholders and partners

The priority in 2020 is to build effective relations with the newly elected European Parliament and the new European Commission.

The Institute will also continue reaching out to stakeholders beyond the gender equality community. EIGE will propose meetings with Directorate-Generals relevant for EIGE's work on priority topics such as digitalisation at work, health, and gender budgeting (e.g. DG Communications Networks, Content and Technology (CONNECT), DG Regional and Urban Policy (REGIO), DG Informatics-(DIGIT), DG Health and Food Safety (SANTE) and DG Employment, Social Affairs and Inclusion-(EMPL).

EIGE will coordinate with DG Justice and Consumers (JUST) to provide regular updates on its studies at the inter-service group, which gathers the focal points from all the Directorate-Generals. EIGE will establish regular meetings with the Gender Focal Points of the EU Commissioners' Cabinets and provide information on selected and relevant topics. EIGE will support the work of the Managing Authorities in implementing the horizontal principle of gender mainstreaming in European Structural and Investment Funds (ESIF) with targeted dissemination of its online toolkit

for gender budgeting. EIGE will keep on engaging DG-EMPL and DG-REGIO in this work, and seek opportunities for disseminating the toolkit in regular meetings of Managing Authorities and Thematic Networks.;

EIGE will use the results of *The Gender Equality Index 2019: Work-life balance*, to target stakeholders working on leave policies, long-term care and childcare services, public infrastructure, transport, life-long learning and employers from so called 'masculine' sectors of the labour market.

In order to ensure the uptake of the Institute's work in the European Parliament, EIGE will organise high-level meetings with MEPs to improve their knowledge of gender challenges in the EU. In addition to its regular cooperation with the FEMM committee, EIGE intends to strengthen its cooperation with other relevant EP Committees (LIBE, BUDG, EMPL, ITRE and ENVI) through bilateral contacts with members of the Committees and presentation of EIGE's work in Committee's meetings, when relevant, in order to increase the use of EIGE's work outside the gender equality community.

EIGE also continues to work closely with the rotating Presidencies of the Council of the EU. In 2020 EIGE will conclude the work with the 2019-2020 trio (Romania, Finland, Croatia) and start with the 2020-2021 trio (Germany, Portugal and Slovenia). In addition to monitoring the implementation of the Beijing Platform for Action, EIGE provides targeted information to support the policy priorities and the gender equality agenda of each Presidency. In line with the Institute's approach to support the Presidencies of the EU, EIGE will propose to co-host at least one event per Presidency and put gender equality on the agenda of other Presidency events, which might not have gender equality as the main focus.

With an aim to increase the uptake of the Institute's work and to support the Member States in their gender equality work, EIGE generally organises up to three country visits to Member States per year. Due to the COVID-19 crisis and impossibility to travel, the country visits in 2020 have been postponed to 2021.

EU-wide civil society organisations (such as Social Platform, European Women's Lobby and MenEngage Europe), social partners, academia and academic networks remain important multipliers and consultation partners for EIGE. The civil society organisations and social partners will have a particularly important role in communicating the results of the updated domain of "Work" in the Gender Equality Index in 2020.

EIGE also works in cooperation with other EU agencies and bodies, in particular FRA, CEDEFOP, EU-OSHA, Eurofound and the other Justice and Home Affairs Agencies as well as the European Economic and Social Committee and the Committee of Regions, where appropriate.

In terms of international relations, EIGE will continue sharing information with relevant international partners, such as the Council of Europe, OECD, ILO OSCE and relevant United Nations entities to foster synergies and collaborations, while ensuring that it fully respects the guidelines set for agencies in relation to international relations. EIGE will also continue an active exchange with the European External Action Service (EEAS), EU Delegations and international organisations, especially regarding the Beijing Platform for Action +25 review and the research results related to the Sustainable Development Goal 5.

In line with the grant contract with DG NEAR “Increased capacity of EU candidate countries and potential candidates to measure and monitor gender equality policies (2018-2021)”. EIGE will continue to engage EU candidate countries and potential candidates (IPA) in the Institute’s work.

Experts’ Forum

The Experts’ Forum has an important role in ensuring the excellence and independence of the Institute’s activities. In 2020, due to travel restrictions imposed by the COVID-19 pandemic, EIGE will organise one virtual meeting for the Experts’ Forum and one joint meeting with the Management Board. In between the meetings, EIGE will benefit from Experts’ Forum member recommendations for relevant national experts or networks, their contribution to quality assurance and advice on the policy relevance of new projects/activities. The Experts’ Forum members are also encouraged to support EIGE to communicate research findings, related publications and communication materials in their countries. EIGE will continue pooling the knowledge based on the competency mapping of the new Experts Forum and using their expertise throughout the project cycles. By the end of 2020, EIGE will prepare for the new term of office of the Experts’ Forum.

Objectives, outputs, indicators and expected outcomes for Activity 7 (in addition to those included under thematic activities)

Objective 7	
Increasing uptake of EIGE’s work by stakeholders	
Specific Objective	✓ To increase the visibility and usage of EIGE’s work by its key stakeholders and a broader scope of stakeholders
Targets 2020	<ul style="list-style-type: none"> ✓ Aggregated outreach of EIGE’s communication channels increased by 10% compared to 2018 baseline ✓ Influence of EIGE to policy-making at EU level increased by 10% compared to the 2018 baseline
Target indicator	<ul style="list-style-type: none"> ✓ Aggregated outreach of EIGE’s communication channels ✓ References to EIGE in policy documents by EU Institutions
Expected results (Outcomes)	<ol style="list-style-type: none"> 1. Increased awareness of EIGE’s work among policy-makers and EU citizens 2. Increased relevance of EIGE’s work to EU institutions and Member States and other stakeholders including two new stakeholder groups
Outcome Indicators	<ol style="list-style-type: none"> 1.1 Two additional Committees of the European Parliament informed about EIGE’s work by Q4 1.2 Two additional DGs of the European Commission informed about EIGE’s work by Q4 1.3 Outreach of social media, website, newsletter, videos and media coverage increased by 10% from the 2018 baseline by Q4 2.1 5% increase in stakeholder requests compared to 2018 baseline by Q4 2.2 Two new stakeholder groups consulted on EIGE’s work by Q4
Outputs	<ol style="list-style-type: none"> 1. Communication material and activities on EIGE’s new research 2. Opinions and input to relevant institutional structures, including new stakeholder groups 3. News alerts on EIGE’s website and posts on social media channels 4. Newsletters and press releases 5. Briefings for journalists from the Member States and local media

- Output Indicators**
4. At least one presentation and one policy briefing for each new work area
 5. At least seven contributions delivered to relevant institutional structures, including two new stakeholder groups by Q4
 6. 10 news alerts/press releases published per year and five posts per week on social media
 7. Newsletter published every second month
 8. Two briefings for journalists from the Member States and one for local media by Q4

* The baseline has been established with reference year of 2018. The baseline refers to a set of qualitative and quantitative indicators used for monitoring usage of EIGE products. It provides a critical reference point for future comparing and interpreting of outreach and efficiency, which inform needs for future interventions.

3.3.3 Human resources in knowledge management and communications

The table below shows the human resources (in terms of FTEs (full time equivalents)) and related staff costs from the budgetary perspective associated with the Knowledge Management and Communications unit within EIGE in 2020. In 2016, EIGE has implemented the Activity Based Budgeting (ABB) approach and the figures presented in the table were calculated in the ABB tool. General overview of resources needed is presented in **Tables 5-6** in **Annex I**.

Table 4. Human Resources* / Knowledge Management and Communications for 2020

Area	Temporary agents TA	Contract agents CA	SNE	Total staff	% of total EIGE staff	Budget Title 1 'STAFF', EUR
Communications	4.22	1.49	0.30	6.01	13.11%	503,106.52 €
Relationships with Stakeholders	2.99	1.24	0.70	4.93	10.76%	338, 180.33 €
Ad hoc programmes	0.60	1.97	0.00	2.57	5.61%	101,959.70 €
ALL	7.81	4.70	1.00	13.51	29.48%	927, 777.60 €

* HR figures are presented as FTEs

Time of 2 FTE of CA staff financed under IPA programme is included in the calculations in the ABB model.

Annexes

Annex I. Resource allocation per Activity

Table 5. Summary of Human and Financial Resources 2020

ACTIVITIES	Total HR		TITLE 1**	TITLE 2**	TITLE 3**	Total budget**	Budget fraction**
	%	FTEs*	Staff	Infrastructure	Operations		
Research and data collection	50.97 %	23.36	2,194,124.67 €	707,360.13 €	1,884,853.44 €	4,786,338.24 €	61.76%
Knowledge Management and Communications	29.48 %	13.51	918,718.65 €	296,184.15 €	789,221.34 €	2,004,124.14 €	25.86%
Effective organisation and EIGE bodies	19.55 %	8.96	439,819.68 €	141,792.72 €	377,825.22 €	959,437.62 €	12.38%
Total	100.00 %	45.83	3,552,663.00 €	1,145,337.00 €	3,051,900.00 €	7,749,900.00 €	100.00 %

Table 6. Summary of Human and Financial Resources 2020 full cost of activities

ACTIVITIES	Total HR		TITLE 1**	TITLE 2**	TITLE 3**	Total budget**	Budget fraction**
	%	FTEs*	Staff	Infrastructure	Operations		
Research and data collection	63.36 %	28.86	2,472,653.45 €	797,154.55 €	2,124,122.40 €	5,393,930.40 €	69.60%
Knowledge Management and Communications	36.64 %	16.69	1,080,009.55 €	348,182.45 €	927,777.60 €	2,355,969.60 €	30.40%
Effective organisation and EIGE bodies	0.00 %	0.00	0	0	0	0	0.00 %
Total	100.00 %	45.55	3,552,663.00 €	1,145,337.00 €	3,051,900.00 €	7,749,900.00 €	100.00 %

NB:

Total HR includes: Temporary Agents (AD and AST), Contract Agents, Seconded National Experts.

* FTEs – full time equivalents

** The amounts of 2020 budget are in alignment with the budget amendment procedure of November 2020.

Annex II. Financial Resources

Table 7. Expenditure Summary

Budget Title	Heading	2019		2020**	
		Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
1	STAFF	3,474,000.00	3,474,000.00	3,552,663.00	3,552,663.00
2	BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE	1,356,000.00	1,356,000.00	1,145,337.00	1,145,337.00
3	OPERATING EXPENDITURE	3,107,000.00	3,107,000.00	3,051,900.00	3,051,900.00
4	EXTERNALLY ASSIGNED EXPENDITURE	p.m.	p.m.	p.m.	p.m.
TOTAL EXPENDITURE		7,937,000.00	7,937,000.00	7,749,900.00	7,749,900.00

NB:

** The amounts of 2020 budget are in alignment with the budget amendment procedure of November 2020

Table 8. Expenditure¹⁹

EXPENDITURE	Commitment appropriations						
	Executed Budget 2018 *	Budget 2019 **	DB 2020 **		VAR 2020 / 2019	Envisaged in 2021 **	Envisaged in 2022 **
			Agency request	Budget forecast			
Title 1 Staff Expenditure	3,408,563.65	3,474,000.00	3,552,663.00	3,552,663.00	2.26%	3,730,819.63	3,730,819.63
11 Salaries & allowances	3,022,441.82	3,041,000.00	3,201,263.00	3,201,263.00	5.27%	3,216,319.63	3,216,319.63
- of which establishment plan posts	2,229,028.31	2,268,000.00	2,399,263.00	2,399,263.00	5.79%	2,399,229.63	2,399,229.63
- of which external personnel	793,413.51	773,000.00	802,000.00	802,000.00	3.75%	817,090.00	817,090.00
12 Expenditure relating to Staff recruitment	27,302.25	32,000.00	6,000.00	6,000.00	-81.25%	28,000.00	28,000.00
13 Mission expenses	37,725.92	38,500.00	16,500.00	16,500.00	-57.14%	40,000.00	40,000.00
14 Socio-medical infrastructure	79,781.53	104,000.00	115,000.00	115,000.00	10.58%	108,000.00	108,000.00
15 Training	64,431.30	73,000.00	66,400.00	66,400.00	-9.04%	80,000.00	80,000.00
16 External Services	153,504.50	177,000.00	145,000.00	145,000.00	-18.08%	250,000.00	250,000.00
17 Receptions and events	23,376.33	8,500.00	2,500.00	2,500.00	-70.59%	8,500.00	8,500.00
Title 2 Infrastructure and operating expenditure	1,044,049.96	1,356,000.00	1,145,337.00	1,145,337.00	-15.54%	1,166,437.00	1,166,437.00
20 Rental of buildings and associated costs	527,545.44	553,100.00	558,800.00	558,800.00	1.03%	565,900.00	565,900.00
21 Information and communication technology	268,346.10	240,000.00	297,197.00	297,197.00	23.83%	305,197.00	305,197.00
22 Movable property and associated costs	7,831.08	9,000.00	5,000.00	5,000.00	-44.44%	12,000.00	12,000.00
23 Current administrative expenditure	67,948.57	321,820.00	92,700.00	92,700.00	-71.20%	115,700.00	115,700.00
24 Postage / Telecommunications	0.00	0.00	0.00	0.00		0.00	0.00
25 Meeting expenses	139,000.93	222,080.00	161,640.00	161,640.00	-27.22%	161,640.00	161,640.00
26 Running costs in connection with operational activities	29,377.84	5,000.00	1,000.00	1,000.00	-80.00%	1,000.00	1,000.00
27 Information and publishing	4,000.00	5,000.00	29,000.00	29,000.00	480.00%	5,000.00	5,000.00
28 Studies	0.00	0.00	0.00	0.00		0.00	0.00
Title 3 Operating expenditure	3,476,074.88	3,107,000.00	3,051,900.00	3,051,900.00	-1.77%	2,702,743.37	2,702,743.37
30 Translations	166,500.00	120,000.00	120,000.00	120,000.00	0.00%	105,000.00	110,000.00
31 Oper Missions	115,973.83	140,000.00	15,000.00	15,000.00	-89.29%	125,000.00	130,000.00
32 Research, statistics and indices	1,268,464.74	1,265,000.00	980,000.00	980,000.00	-22.53%	550,000.00	575,000.00
33 Gender Based Violence	367,633.82	471,000.00	696,500.00	696,500.00	47.88%	475,000.00	502,000.00
34 Implementing Gender Mainstreaming	667,158.14	376,000.00	752,100.00	752,100.00	100.03%	897,743.37	923,000.00
35 Stakeholders and Communication	750,237.13	735,000.00	488,300.00	488,300.00	-33.56%	550,000.00	594,000.00
36 Effective organisation and bodies of EIGE	140,107.22	0.00	0.00	0.00			
40 External assigned expenses				0.00			
TOTAL EXPENDITURE	7,928,688.49	7,937,000	7,749,900	7,749,900	-2.36%	7,600,000	7,600,000

¹⁹ According to Fiche 32 on Decentralised Agencies (annex to MFF 2021-2027) EIGE's budget is EUR 7.6 million for each year over the period 2021-2027. This figure is therefore tentatively included in the envisaged budgets for 2021 and 2022; flat reduction incorporated across Title 3 at this stage.

EXPENDITURE	Payment appropriations						
	Executed Budget 2018 *	Budget 2019 **	DB 2020 **		VAR 2020 / 2019	Envisaged in 2021 **	Envisaged in 2022 **
			Agency request	Budget forecast			
Title 1							
Staff Expenditure	3,408,563.65	3,474,000.00	3,552,663.00	3,552,663.00	2.26%	3,730,819.63	3,730,819.63
11 Salaries & allowances	3,022,441.82	3,041,000.00	3,201,263.00	3,201,263.00	5.27%	3,216,319.63	3,216,319.63
- of which establishment plan posts	2,229,028.31	2,268,000.00	2,399,263.00	2,399,263.00	5.79%	2,399,229.63	2,399,229.63
- of which external personnel	793,413.51	773,000.00	802,000.00	802,000.00	3.75%	817,090.00	817,090.00
12 Expenditure relating to Staff recruitment	27,302.25	32,000.00	6,000.00	6,000.00	-81.25%	28,000.00	28,000.00
13 Mission expenses	37,725.92	38,500.00	16,500.00	16,500.00	-57.14%	40,000.00	40,000.00
14 Socio-medical infrastructure	79,781.53	104,000.00	115,000.00	115,000.00	10.58%	108,000.00	108,000.00
15 Training	64,431.30	73,000.00	66,400.00	66,400.00	-9.04%	80,000.00	80,000.00
16 External Services	153,504.50	177,000.00	145,000.00	145,000.00	-18.08%	250,000.00	250,000.00
17 Receptions and events	23,376.33	8,500.00	2,500.00	2,500.00	-70.59%	8,500.00	8,500.00
Title 2							
Infrastructure and operating expenditure	1,044,049.96	1,356,000.00	1,145,337.00	1,145,337.00	-15.54%	1,166,437.00	1,166,437.00
20 Rental of buildings and associated costs	527,545.44	553,100.00	558,800.00	558,800.00	1.03%	565,900.00	565,900.00
21 Information and communication technology	268,346.10	240,000.00	297,197.00	297,197.00	23.83%	305,197.00	305,197.00
22 Movable property and associated costs	7,831.08	9,000.00	5,000.00	5,000.00	-44.44%	12,000.00	12,000.00
23 Current administrative expenditure	67,948.57	321,820.00	92,700.00	92,700.00	-71.20%	115,700.00	115,700.00
24 Postage / Telecommunications	0.00	0.00	0.00	0.00		0.00	0.00
25 Meeting expenses	139,000.93	222,080.00	161,640.00	161,640.00	-27.22%	161,640.00	161,640.00
26 Running costs in connection with operational activities	29,377.84	5,000.00	1,000.00	1,000.00	-80.00%	1,000.00	1,000.00
27 Information and publishing	4,000.00	5,000.00	29,000.00	29,000.00	480.00%	5,000.00	5,000.00
28 Studies	0.00	0.00	0.00	0.00		0.00	0.00
Title 3							
Operating expenditure	3,476,074.88	3,107,000.00	3,051,900.00	3,051,900.00	-1.77%	2,702,743.37	2,702,743.37
30 Translations	166,500.00	120,000.00	120,000.00	120,000.00	0.00%	105,000.00	105,000.00
31 Oper Missions	115,973.83	140,000.00	15,000.00	15,000.00	-89.29%	125,000.00	125,000.00
32 Research, statistics and indices	1,268,464.74	1,265,000.00	980,000.00	980,000.00	-22.53%	550,000.00	550,000.00
33 Gender Based Violence	367,633.82	471,000.00	696,500.00	696,500.00	47.88%	475,000.00	475,000.00
34 Implementing Gender Mainstreaming	667,158.14	376,000.00	752,100.00	752,100.00	100.03%	897,743.37	897,743.37
35 Stakeholders and Communication	750,237.13	735,000.00	488,300.00	488,300.00	-33.56%	550,000.00	550,000.00
36 Effective organisation and bodies of ElGE	140,107.22	0.00	0.00	0.00			
40 External assigned expenses				0.00			
TOTAL EXPENDITURE	7,928,688.49	7,937,000	7,749,900	7,749,900	-2.36%	7,600,000	7,600,000

* Executed budget 2018 includes under Title I EUR 48 515.86 for the salary of a CA (FG III) and EUR 7 005.00 for external staff related services under IPA programme, and under Title III EUR 140 107.22 for the implementation of IPA programme.

** The amounts of 2020 budget are in alignment with the budget amendment procedure of November 2020

Table 9. Revenue²⁰

REVENUES	2019	2020		VAR 2020/ 2019 (Budget forecast)	Envisaged in 2021	Envisaged in 2022
	Revenues estimated by the agency	Agency request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years surplus)						
2 EU CONTRIBUTION	7,937,000.00	7,749,900.00	7,749,900.00	-2.36%	7,600,000.00	7,600,000.00
- Of which Operational (Title 3)						
- Of which assigned revenues deriving from previous years'surpluses						
3 THIRD COUNTRIES CONTRIBUTION (incl. EFTA and candidate countries)	0.00	0.00	0.00			
- Of which EFTA						
- Of which candidate countries						
4 OTHER CONTRIBUTIONS	0.00	0.00	0.00			
- Of which delegation agreement, ad hoc grants						
5 ADMINISTRATIVE OPERATIONS						
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT						
7 CORRECTION OF BUDGETARY IMBALANCES						
TOTAL REVENUES	7,937,000.00	7,749,900.00	7,749,900.00	-2.36%	7,600,000.00	7,600,000.00

²⁰ The amounts for 2020 are in alignment with the budget amendment procedure of November 2020

Table 10. Budget outturn and cancellation of appropriations

Budget outturn	2016	2017	2018
Revenue actually received (+)	7,630,708.16	7,841,015.08	7,785,495.14
Payments made (-)	-5,637,570.95	-6,248,416.15	-6,508,024.68
Carry-over of appropriations (-)	-2,046,629.18	-1,571,029.41	-1,429,532.32
Cancellation of appropriations carried over (+)	44,130.64	34,865.35	33,754.01
Adjustment for carry over of assigned revenue appropriations from previous year (+)	176,829.98	71,496.58	200,579.26
Exchange rate differences (+/-)	-141.61	-247.51	-175.63
Adjustment for negative balance from previous year (-)	0.00	0.00	0.00
Total	167,327.04	127,683.94	82,095.78

<i>Budget outturn</i>	82,095.78	EUR
<i>Cancellation of appropriations</i>	48,518.85	EUR
<i>Cancellation of commitment appropriations</i>	48,518.85	EUR
<i>Cancellation of payment appropriations for the year</i>	47,939.59	EUR
<i>Cancellation of payment appropriations carried over</i>	33,754.01	EUR

Annex III. Human Resources - quantitative

Table 11. Staff population and its evolution; overview of all categories of staff

Staff population		Actually filled as of 31.12.2017	Authorised under EU budget for 2018	Actually filled as of 31.12.2018 *	Authorised under EU budget for 2019	2019 Draft Budget for year 2020	Envisaged in 2021	Envisaged in 2022
Officials	AD	0	0	0	0	0	0	0
	AST	0	0	0	0	0	0	0
	AST/SC	0	0	0	0	0	0	0
TA	AD	20	21	21	21	21	21	21
	AST	6	6	6	6	6	6	6
	AST/SC	0	0	0	0	0	0	0
Total [1]		26	27	27	27	27	27	27
CA GF IV		5	3	5	3	4 **	4 **	4 **
CA GF III		8	5	7	5	5	5	5
CA GF II		2	2	2	2	2	2	2
CA GF I		-	-	-	-	-	-	-
Total CA [2]		15	10	14	10	11	11	11
SNEs [3]		4	5	4	5	4 **	4 **	4 **
TOTAL *		19	15	18	15	15	15	15
External staff ^[6] for occasional replacement ^[7]		-	-	-	-	-	-	-
Trainees [4]		5	8	6	8	8	8	8
Structural service providers [5]		8	7	5	7	7	7	7

** As of 2020 EIGE is requesting to exchange one Seconded National Expert (SNE) post (from 5 to 4 posts) for an additional CA at FG IV level (from 3 to 4 posts).

Please note that the actual number of CAs at 31.12.2018 is 14. Of these CA posts one CA at FG III level and two CAs at FG IV level are of a short term duration.

NB Figures relating to 2021 and 2022 are indicative and have yet to be confirmed in due course in order to reflect the finalisation in the Institute's SPD for 2021 and 2022.

Offer letters sent should be counted as posts filled in with a clear reference in a footnote with a number how many posts/positions it concerns.

As authorised for officials and temporary agents (TA) and as estimated for contract agents (CA) and seconded national experts (SNEs).

[1] Headcounts

[2] FTE

[3] Seconded National Experts (SNEs) FTE

[4] Trainees are offered a six month traineeship which can be extended up to an additional five months.

[5] Service providers are contracted by a private company and carry out specialised outsourced tasks of horizontal/support nature, for instance in the area of information technology. At the Commission 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 value added of the Commission. FTE

[6] FTE

[7] For instance, replacement due to maternity leave or extended sick leave.

Table 12. Multi-annual staff policy plan year N+1 – N+3

Category & grade	Establishment plan in EU Budget 2018		Filled as of 31.12.2018		Modifications in 2018 in application of flexibility rule *		Establishment plan in voted EU Budget 2019		Modifications in 2019 in application of flexibility rule		Establishment plan in Draft EU Budget 2020		Establishment plan 2021		Establishment plan 2022	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16																
AD 15																
AD 14								1				1		1		1
AD 13		1		1												
AD 12		1						1				2		2		2
AD 11				1				2				2		3		3
AD 10		2		2				4				4		4		4
AD 9		3		2				3				2		3		3
AD 8		3		1				4				4		3		3
AD 7		6		5				3				3		3		3
AD 6		5		4				3				3		2		2
AD 5		0		5				0				0		0		0
Total AD		21		21		0		21		n/a		21		21		21
AST 11																
AST 10																
AST 9												1		1		1
AST 8		1		1				2				1		1		1
AST 7		1						2				2		2		2
AST 6		3		2				2				2		2		2
AST 5		1		2												
AST 4				1												
AST 3																
AST 2																
AST 1																
Total AST		6		6		0		6		n/a		6		6		6
AST/SC1																
AST/SC2																
AST/SC3																
AST/SC4																
AST/SC5																
AST/SC6																
Total AST/SC		0		0		0		0		n/a		0		0		0
TOTAL		27		27		0		27		n/a		27		27		27

* In line with Article 32 (1) of the framework Financial Regulation, the Management Board may modify, under certain conditions, the establishment plan by in principle up to 10% of posts authorised, unless the financial rules of the body concerned allow for a different % rate.

Annex IV. Human Resources – qualitative

Annex IV - A. Recruitment policy

The Institute's recruitment procedures²¹ support the efforts to attract, select and recruit the best qualified candidates and include the following:

- Aspects related to transparency, eligibility requirements, equal opportunity, etc. as defined in the implementing provisions for the engagement and use of Temporary Agents and Contract Agents respectively, giving effect to the Staff Regulations (SR) in agreement with the EC²² pursuant to Article 110, SR.
- The names of members of the selection committee to be present at the interview are provided in the invitation to shortlisted candidates.
- All selection committee members sign a confidentiality and non-conflict of interest statement indicating if they know any of candidates and specifying the context in which they know them.
- The maximum number of candidates to be placed on the relevant reserve list is included in all vacancy announcements. All applications are reviewed only after the shortlisting criteria, interview and test questions and weightings have been finalised.
- Pre-screening of candidates for eligibility is based on the criteria noted in the vacancy notice and on an established threshold for candidates to be shortlisted.
- To ensure impartiality, written tests are administered and graded anonymously.
- Strict adherence to data protection legislation and timely responses to queries from unsuccessful candidates.
- A recommended reserve list of candidates remains valid for an established period during which it may be used as the need arises.

- **Officials**

EIGE has no officials in its establishment plan.

- **Temporary Agents**

Only the Director's post is defined by Regulation (EC) No 1922/2006 as short-term, with a five year term and the possibility for a single extension of not more than five years. In 2019, the term of the first incumbent came to a conclusion and a new Director was to be confirmed until 2024.

Posts previously defined as long-term in line with permanent functions in EIGE's establishment plan have had the duties and tasks assigned to them subjected to revision. At the end of 2018, the list of long-term posts included:

- Director's Secretariat: Assistant to the Director.
- Administration Unit: HR Officer, ICT Assistant.
- Operations Unit: Head of Unit, Programme Co-ordinators for (i) Gender Mainstreaming, (ii) Research Statistics and Indices and (iii) Gender based Violence. Other posts: Researcher (Gender Equality and GBV), Researcher (Gender Mainstreaming), Statistics Officer, Gender Statistics Database Officer, Operations Assistant.

²¹ The legal basis for the engagement of SNEs and trainees is contained in different policy documents separate from the Staff Regulations.

²² Commission Decision on the agreement to certain Agencies on their implementing rules giving effect to the Staff Regulations, C(2009)8279 of 20.10.2009 and C(2009)8526 of 29.10.2009.

-
- Knowledge Management & Communications Unit: Head of Unit, Stakeholder Relations Officer, Research Communications Officer, Stakeholder Relations Assistant, RDC Officer, Communications and Media Officer, Administrative Assistant.

During 2018, the following hierarchical structure with respect to recruitment grades was maintained:

- Middle management: AD 9 upwards.
- Administrator: Officer, Senior Officer, coordinating/independent roles: AD 5 - 8.
- Assistant: AST 1 - 4.

Temporary Agents' 2f category introduced in the Staff Regulations as from 1 January 2014, is based on an initial contract of three years, which may be renewed not more than once for a definite period of five years. Any further renewal thereafter shall be for an indefinite period.²³

- **Contract Agents**

Contract Agents are offered definite contracts of at least three months and not more than five years. As per EIGE's implementing rules on the engagement and use of Contract Agents 3a, a second renewal without interruption can lead to an indefinite duration contract. It needs to be noted that Contract Agents in a Function Group IV post will be required to show competence in a third EU language before an indefinite contract may be offered to them.

Posts within this category include Secretary, Procurement Assistant, Payroll & Training Officer, Procurement Officer, Research Officer, Administrative Agent - ICT & Project Team Support, Administrative Agent – Analytics, Administrative Agent – Finance, Administrative Agent - Online communications as well as Administrative Support - Director's Secretariat.

Two short-term supplementary Contract Agent posts in the Operations Unit covering for planned parental related absences will be phased out by the first half of 2020.

Having participated in the IPA programme for the first time in 2013, the Institute has renewed its mandate to support countries that are part of the EU enlargement process. The new contract for extension of EIGE's participation in this programme was signed by DG NEAR and EIGE 20/12/2018. The implementation period of the action is 30 months starting 01/01/2019. Salaries for a Contract Agent at FG III for 30 months and a Contract Agent at FG II for 24 months are budgeted under this agreement.

Given its sustained efforts to find ways to strengthen its human resources in a context of consistent requests for maternity and parental leave, as well as reduced working hours for family reasons, EIGE has proposed that it converts one of its five Seconded National Expert posts to a Contract Agent post in the FG IV category. EIGE is well within the parameters of Article 3a.2, CEOS with respect the number of Contract Agents it engages as a percentage of its Establishment Plan.

²³ Temporary Agent contracts offered before 1 January 2014 were initially for five years with the possibility of a first renewal of three years before an indefinite contract may be offered thereafter.

- **Seconded National Experts (SNEs)**²⁴

Each national expert assumes a supporting role either in specific gender equality related projects or by supporting the enhanced tasks placed within the Institute's mandate.

The Institute has been implementing a more targeted approach to enabling secondments in line with the provisions of its rules on secondments.

In 2019 agreements were in place with **Germany** (Federal Ministry for Family Affairs, Senior Citizens, Women and Youth), **Belgium** (Cabinet of the Brussels Regional Minister and Brussels Regional Public Service), **Poland** (Ministry of Foreign Affairs), and **Greece** (General Secretariat for Gender Equality of Ministry of Interior).

Significant efforts have been taken by the Institute to engage Seconded National Experts (SNEs) between 2011 and 2018, however, on average it managed to secure agreements for between two and three national experts per annum. For that reason, EIGE has proposed that its fifth SNE post is converted into a Contract Agent post (FG IV).

- **Traineeships**

By the end of 2018, 58 traineeships had been facilitated at EIGE, the first of which was launched in 2011. As the only EU agency focused on gender equality, EIGE provides a useful source of information, learning and competence raising for trainees recognising the value of this experience as mutually enriching for both organisation and trainee. Subject to certain conditions, a traineeship lasts for 11 months.

- **Structural Service Providers**²⁵

The service level agreement that EIGE has with the Paymaster's Office (PMO) supports the efficient administration of the payment of salaries and allowances. EIGE's staff and their families are also included in the EC's Joint Sickness Insurance Scheme. In addition, EIGE is now in line to join the growing list of EU agencies signed up to adopt SYSPER.

The framework contract for interim personnel services for a maximum duration of four years signed in January 2017 with *UAB Manpower LT*²⁶ continues to enable EIGE to supplement interim administrative support including secretarial and administrative assistance.

A framework contract with *Medicinos Diagnostikos Ir Gydyimo Centras*²⁷ has enabled EIGE to manage its obligations as an employer with respect to medical services and advice. The contract was due to be replaced by the end of 2019.

²⁴ N.B. SNEs are not employed by the agency.

²⁵ It is the structural service providers which employ interim personnel and not the agency.

²⁶ <http://www.manpower.lt>

²⁷ <http://www.medcentras.lt>

Annex IV - B. Appraisal of performance and reclassification/promotions

Annual performance appraisals are carried out during the first half of each year consistent with the Institute's commitment to apply Article 43 of the SR in respect of both Temporary and Contract Agents.²⁸

Annual appraisal reports support the process to determine reclassifications and serve to formalise feedback at different levels of the organisation, to recognise exceptional performance and where applicable, to address issues relating to underperformance. The appraisal procedure also contributes to the prioritisation of training needs.

The Heads of Unit are responsible for ensuring the completion of this process as well as the assessment of merit in the context of the annual reclassification procedure.

Reclassifications were announced in November 2018. Of the eight Temporary Agents nominated, five were reclassified after confirmation of third language competence by EPSO. Details follow in Table 13. In addition five nominated Contract Agents were all reclassified as indicated in Table 14.

The reclassification rate of Temporary Agents is limited to between 25 % and 30 % of the establishment plan (six to eight per annum) for the period 2020-2022, in conformity with Annex 1B of the Staff Regulations. A similar parameter applies to the reclassification of Contract Agents.

²⁸ CEOS (Conditions of Employment of Other Servants), specifically Article 15 (2) for Temporary Agents and Article 87 (1) for Contract Agents, is relevant here.

Table 13. Reclassification of temporary staff/promotion of officials

Category and grade	Staff in activity at 1.01.2017		How many staff members were promoted/reclassified in year 2018		Average number of years in grade of reclassified/promoted staff members
	Officials	TA	Officials	TA	
AD 16					
AD 15					
AD 14					
AD 13		1			
AD 12					
AD 11		1			
AD 10		1			
AD 9		2	1		3
AD 8		2	1		8
AD 7		3			
AD 6		7	1		4
AD 5		4			
Total AD		21		3	5
AST 11					
AST 10					
AST 9					
AST 8					
AST 7		1	1		4
AST 6		1			
AST 5		4	1		4
AST 4					
AST 3					
AST 2					
AST 1					
Total AST		6		2	4
AST/SC1					
AST/SC2					
AST/SC3					
AST/SC4					
AST/SC5					
AST/SC6					
Total AST/SC		0		0	n/a
Total		28		5	4.5

Table 14. Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2017	How many staff members were promoted/reclassified in year 2018	Average number of years in grade of reclassified/promoted staff members
CA IV	18			
	17			
	16			
	15			
	14	4	1	2
	13			
CA III	12			
	11			
	10	1		
	9	5	2	2
	8			
CA II	7			
	6			
	5	1	1	2
	4	1	1	2
CA I	3			
	2			
	1			
Total		12	5	2

Annex IV - C. Mobility policy

Mobility within the agency

EIGE's size and the specificity of different posts limits the extent of internal mobility. Nonetheless staff can apply for any vacancy for which they consider themselves to meet the eligibility criteria and due consideration is given to the merits of each candidate.

Mobility among agencies (Inter-Agency Job Market)

EIGE joined the Inter-Agency Job Market in May 2012. During 2018, one Contract Agent left EIGE to join another EU agency while none joined EIGE from other EU agencies.

Mobility between the agencies and the institutions

N/A.

Annex IV – D. Gender and geographical balance

Gender balance

The Institute aspires to the highest standards with respect to equal treatment not only towards the staff it has recruited but also to all job applicants. It is committed to having a diversified staff body. To this effect, close monitoring of equal opportunities in recruitment will continue to be implemented. This monitoring will also include reclassifications.

At 31 December 2018, the number of women decreased marginally to 71 % when compared to last year's 74 %. Tables 15 and 16 present further details. Table 16 indicates that more women occupy the AD category generally and in middle management posts.

Table 15. Ratios and indicative changes (2013-2018)

Sex/Staff Category	Temporary Agents AD	Temporary Agents AST	Contract Agents	SNEs	Trainees	Total
Women	14	5	9	3	5	36
Men	7	1	5~	1	1	15
Total	21	6	14	4	6	51
Gender ratio 2018 & indicative change	67:33	83:17	64:36	75:25	83:17	71:29
	↑	No change	↑	No change	↑	↑
Gender ratio 2017 & indicative change	70:30	83:17	66:33	75:25	100:0	74:26
	↑	↓	↓	No change	No change	↓
Gender ratio 2016 & indicative change	71:29	67:33	64:36	75:25	100:0	72:28
	↓	No change	No change	↑	↓	↓
Gender ratio 2015 & indicative change	68:32	67:33	64:36	100:0	83:17	71:29
	No change	↑	↓	No change	↑	↑
Gender ratio 2014 & indicative change	68:32	71:29	60:40	100:0	100:0	72:28
	↑	No change	↑	No change	No change	↑
Gender ratio 2013 & indicative change	70:30	71:29	73:27	100:0	100:0	77:23
	No change	No change	↓	↓	↓	↓
Gender ratio 2012 & indicative change	70:30	71:29	66:33	80:20	86:14	72:28
	↓	↑	↓	↓	↓	↓
Gender ratio 2011	63:37	86:14	62:38	50:50	100:0	68:32

Table 16. Gender balance in positions at 31.12.2018

Staff at 31.12.2018	Contract Agents			Temporary Agents (AST & AD)															
	FG II	FG III	FG IV	AST 1-3	AST 4	AST 5	AST 6	AST 7	AST 8	AD 5	AD 6	AD 7	AD 8	AD 9	AD 10	AD 11	AD 12	AD 13	AD 14-16
Women	2	5	2	0	1	2	2	0	0	2	2	4	0	2	2	1	0	1	0
Men	0	2	3	0	0	0	0	0	1	2	3	1	1	0	0	0	0	0	0
Total	2	7~	5	0	1	2	2	0	1	4	5	5	1	2	2	1	0	1	0

~ Includes one CA financed under the IPA programme.

Geographical balance

Table 17 provides details concerning the distribution of staff²⁹ by nationality at 31 December 2018.

Table 17. Staff by nationality

Member State	Staff numbers at 31 December 2018³⁰	Indicative percentage
<i>Austria</i>	0	0
<i>Belgium</i>	1~	2%
<i>Bulgaria</i>	1	2%
<i>Croatia</i>	1	2%
<i>Cyprus</i>	0	0
<i>Czech Republic</i>	2	4%
<i>Denmark</i>	0	0
<i>Estonia</i>	2	4%
<i>Finland</i>	3*	6%
<i>France</i>	4	8%
<i>Germany</i>	1~	2%
<i>Greece</i>	2~	4%
<i>Hungary</i>	0	0
<i>Ireland</i>	1	2%
<i>Italy</i>	5**	10%
<i>Latvia</i>	1	2%
<i>Lithuania</i>	14	28%
<i>Luxembourg</i>	0	0
<i>Malta</i>	1	2%
<i>Netherlands</i>	0	0
<i>Poland</i>	3~	6%
<i>Portugal</i>	1	2%
<i>Romania</i>	2	4%
<i>Slovakia</i>	0	0
<i>Slovenia</i>	0	0
<i>Spain</i>	4*	8%
<i>Sweden</i>	1	2%
<i>UK</i>	1*	2%
Total	51	100%

³⁰ ~ depicts presence of Seconded National Expert

*depicts presence of Trainee

Annex IV - E. Schooling

When signing the Seat Agreement on 24 October 2012, the Lithuanian authorities made a commitment to support the establishment of a European school in Vilnius³¹.

Given that such an arrangement has not been forthcoming for different reasons, following a decision of EIGE's Management Board, supplementary education contributions were introduced in September 2017. These are subject to specific conditions and applicable as from September 2017.

As at 31 December 2018, the Institute had signed agreements with a network of 23 local schools covering tuition.

³¹ Article 13 states "The competent authorities shall guarantee for the children of the staff of the Institute the same rights and access to pre-school and school education as for the nationals of the Republic of Lithuania. The Government will support the establishment of a European School in Vilnius."

Annex V: Buildings (table)

Table 18. Building information

	Name, location and type of building	Other Comment
<i>Information to be provided per building:</i>	Europa House, Gedimino pr. 16, Vilnius, Lithuania <i>Multipurpose building</i>	
Surface area (in square metres) - Of which office space - Of which non-office space	2052.13 1535.34 516.79	
Annual rent (in EUR)	2020 – 425000 2021 – 425000 2020 - 425000	Forecast for 2020-2022
Type and duration of rental contract	Lease contract for 5+5 years	Contract signed on 27/11/2012
Host country grant or support	No	<i>Host country granted the premises for the first 2 years</i>
Present value of the building	N/A	The agency does not own the building

Annex VI: Privileges and immunities

When signing the Seat Agreement on 24 October 2012, the Lithuanian authorities gave some privileges and immunities to the Institute. 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 by the Institute of movable and immovable property or services on which such duties or taxes are normally chargeable. Exemption from value added tax and excise duty concerning the acquisition of goods and services in Lithuania made by the Institute is provided by means of a tax remit/tax refund, in accordance with the procedural rules foreseen for the European Union institutions in Lithuania.

The Institute is exempt from all customs duties, prohibitions and restrictions on imports and exports in respect of articles intended for its official use, including vehicles and spare parts of the same: articles so imported shall not be disposed of, whether or not in return for payment, in the territory of Lithuania, except under conditions approved by the Government. The Institute is also exempt from any customs duties and any prohibitions and restrictions on imports and exports in respect of its publications.

Staff of the Institute enjoys the following immunities in Lithuania:

- (a) 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;
- (b) Exemption from regulations restricting immigration and formalities for the registration of foreigners. This exemption applies also to the family members.

As to experts or other persons the Institute invites to co-operate, the competent Lithuanian authorities take every necessary measure to facilitate their entry into Lithuania, their residence and their departure. Should visas or permits be required, the applications are processed as promptly as possible.

Staff of the Institute is liable to a tax for the benefit of the European Union on salaries, wages and emoluments paid to them by the Institute. They are exempt from national taxes on salaries, wages and emoluments paid by the Institute.

Members of the staff of the Institute who are the nationals of or permanent residents in Lithuania enjoy the privileges and immunities set out in the Protocol related to exemption from national taxes on wages, salaries and emoluments paid by the European Union as defined under Article 12 (2) of the Protocol. They are immune from legal proceedings in respect of acts performed by them in their official capacity, subject to the rules on the liability towards the European Union and the jurisdiction of the Court of Justice of the European Union.

In the territory of Lithuania and whatever their nationality, Staff of the Institute enjoys 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, subject in either case to the conditions considered to be necessary by the Government of Lithuania.

In conformity with and in addition to the privileges and immunities granted by the provisions of the Seat Agreement, and in accordance with the Law on the Value Added Tax of the Republic of Lithuania and regulations of the Government of the Republic of Lithuania, the following provisions apply to the staff of the Institute:

(a) The staff of the Institute 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;

(b) The staff of the Institute 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. Precondition is that the member of the staff of the Institute has not lived permanently in Lithuania during the five years immediately preceding the date of entering Lithuania with a view to taking up his/her appointment with the Institute.

In addition to the privileges and immunities specified in paragraphs 1 to 6, the Director, the management staff of the Institute 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, and subject to the Regulations for the Registration of Members of Foreign Diplomatic Missions, Consular Posts and Missions of International Organizations in the Republic of Lithuania, approved by the Government of the Republic of Lithuania.

The immunity granted to any person on the basis of this Agreement:

(a) shall not apply to traffic offences; and

(b) shall not extend to civil action by a third party for damages, including personal injury or death, arising from an accident caused by such a person.

Annex VII: Risks Year N+1 (2020)

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	See EIGE's BCP				Separate plan detailing all related measures
		GENERAL RISKS					
	Macro-environmental risks (geo-political, economic, natural disasters, etc.);	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 Efficient planning of work/ reducing number of tasks undertaken Agree negative priorities in discussion with the MB Recruitment of SNEs & Trainees Regular review of Well-being measures
	Political decisions and priorities outside the Agency (EP, EC, Council, MS, etc.);	COVID-19 outbreak and risks related to business continuity; 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 teleworking arrangements; sanitary requirements in office.	High	High	Potentially 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, teleworking arrangements have been defined promptly and pre-emptive measures to keep in quarantine potentially infected staff have been taken. Delegation measures and proper leave planning has ensured business continuity for key functions, in the context of a high number of staff in a teleworking regime. Health & safety measures have been taken to ensure safe working conditions on premises. Frequent and regular updates of the situation and measures envisaged by management have been provided to staff on the basis of a rolling document that is continuously being updated. Further measures may be taken by management in order to deal with the situation should it deteriorate further.
	External partners (agencies, outsourcing, consultants, media, 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 Management Board	Medium	Medium	Additional workload to meet new request Changes in planning and implementation of the annual work program	ACCEPT Agree negative priorities in discussion with the MB Proposal on priorities prepared for Management Board to be able to reply to requests for additional tasks (where appropriate)
	Political climate negative towards gender equality	Knowledge Management and Communications Strategy in place Policy and outreach monitoring	High	High	Uncertain future influences internal work of EIGE Extra workload in establishing relationships	REDUCE Brief and targeted communication products to engage EP, Member States and the European Commission Stronger engagement with Stakeholders from the beginning of the projects' life-cycle Reaching new audiences	

		Difficulties in timely recruitment of staff with necessary profiles	Vacancy notices announced at www.eurobrussels.com , LinkedIn and other relevant sources	Medium	High	Difficulty to properly implement EIGE's annual work program	REDUCE Wider communication of the vacancy notice Intensified direct communication with Member States to facilitate recruitment of SNEs Use additional dissemination channels, such as LinkedIn
		Low quality of tenders received	Procurement guidelines improved with clear criteria Early launch of tenders with longer deadline Established close cooperation and quality check between all Units	Medium	High	Low competition, value for money might not be ensured	REDUCE Wider communication of the ongoing procurement procedures Ensure tender documents are clear, detailed and specific Ensure the projects' budget ceilings and deadlines are realistic Engage external expertise for quality review
		work received from contractors does not match EIGE's requirements	Close follow-up with contractors during the project 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. Involvement of external experts for quality review	Medium	Medium	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	REDUCE Implementation of the quality assurance policy and project management methodology Learning by experience
		Limited travel connections to Vilnius; increased costs of flights	Events and meetings are planned in good time	Medium	Low	Difficulties in engaging experts for EIGE's work	ACCEPT Make use of technologies (Skype, Video Conferences, Webinar etc.) where feasible Ensure timely planning of events and meetings Consider alternative meeting locations
		Non-compliance with statutory procedures, Staff Regulations, irregular procurement procedures	EIGE regularly informs staff of their duties under the staff regulations and all binding regulations Regular information sharing with staff on identified weaknesses	Low	High	Hostile working environment Loss of staff Low Productivity Reputational damage for EIGE Psychological damage to individuals Court cases on non-compliance with procurement procedures	AVOID Ensure regular training sessions on Dignity at Work, including prevention of Harassment, and specifically Sexual Harassment Ensure regular trainings on procurement procedures Ensure regular trainings on the GDPR Ensure regular trainings and information on Ethics and Integrity Detailed induction on public procurement procedures for new staff
		SPECIFIC RISKS					
		Delays in Budget Implementation	Budget execution planned a year in advance, Preparation of procurement documentation before the year starts Regular budget monitoring meetings The Project Management Tool used to monitor implementation	Medium	Medium	High carry-overs Payments concentrated in Q4 Work Programme not fully implemented	REDUCE Ensure realistic planning for budget implementation Start procurement at the beginning of the year (or the year before, where possible) Identify planned carry-overs

		Delays in the communication of the BPfA area of concern to be reviewed on behalf of the Presidency	Regular contacts with presidencies and with the Commission	Medium	High	Unplanned carry-overs Increased stress for staff due to delays Unrealistic deadlines for outsourced work to ensure good quality of gathered information	REDUCE Maintain regular contacts with ministries of upcoming presidencies Liaise with the Commission in a structured way
		Annual production of the Index may present challenges in ensuring outreach	Specific communication plan prepared in advance to promote the Index and ensure its policy relevance	Medium	Medium	Outreach may not be guaranteed. Stakeholders fatigue, internal challenges with delivery to the tight deadlines	REDUCE Ensure the focus of the Index is in line with the policy priorities of the Commission and the Member States Ensure identification of new audiences in advance Ensure the communication plan is in place in advance of the release
		Inconsistent application of the Policy on Intellectual Property Rights	Policy revised on a regular basis (last revision in 2019) All staff aware of the policy and its application	Medium	High	EIGE may be challenged in Court Resulting in damage to reputation and impact on the Budget	REDUCE Review the policy on a regular basis Learn from the EU agencies network Hold regular trainings and information exchange for all staff Communicate the policy in all Technical Specifications and contracts for services
		Inaccurate implementation of the General Data Protection Regulation provisions (GDPR)	All staff informed of the Regulation Consultation with relevant experts in other EU agencies	High	High	Challenges in establishing contact with new stakeholders and external experts Restricted outreach of EIGE's work	REDUCE Provide guidelines to all staff Update the guidelines on a regular basis Hold regular trainings and information exchange for all staff Get approvals from stakeholders to store their data
		Difficulties in the collection and verification of data (outsourced contract, including the effect of BREXIT) 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. Difficulties in obtaining harmonised data from the Member States Difficulties in establishing statistically sound and complete datasets on GBV Presentation of Data affected by the BREXIT process	REDUCE Framework contract for data collection Efficient Planning of the Requests for Services Track the EU approach / policy on dealing with BREXIT and plan accordingly Maintain regular contact with EUROSTAT and other data providers and learn from their approach Regular contacts with the MS to discuss data sources
		Number of media and stakeholders' requests exceeds EIGE's capacity to respond	Establishment of clear criteria for request approvals	Medium	Medium	Stakeholders lose interest in EIGE as a knowledge and competence resource Reputational damage Low uptake and awareness of EIGE's work	REDUCE Strategic use of the Journalists Thematic Network Systematic review of stakeholder requests Dedicated staff to manage media requests Consider virtual participation in events to compensate for limited resources Strengthen the usability and usefulness of EIGE's online communication tools and channels (e.g. website, publications, social media).

Annex VIII: Procurement plan Year 2020

Procurement Plan 2020

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 2020, the overall budgetary allocation of EUR 2 916 900³² 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.

³² This is the revised total budget for procurement following the budget amendment procedure

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-B2020-B03215-C1-EIGE	1. MONITORING THE BEIJING PLATFORM FOR ACTION AND SUPPORTING PRESIDENCIES OF THE COUNCIL OF THE EU	SPD 2020-2022. Section 3.2.1	Study launched on the area selected by the Presidency including examples of good policy initiatives at Member State level	1	Direct Service Contract. Open call for tenders	Q2	EUR 252 000	
				Gender equality and socio-economic consequences of the COVID-19 crisis	1	Direct Service Contract. Open call for tenders	Q3	EUR 370 000	
		2. THE GENDER EQUALITY INDEX	SPD 2020-2022. Section 3.2.2	Index Country Analysis (28 Factsheets)	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q1	EUR 99 500	
				Statistical analysis related to the Gender Equality Index in context	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q2	EUR 10 000	

				A study on the thematic focus of Index 2021 (Research in 28 Members States)	1	Direct Service Contract. Negotiated procedure	Q3	EUR 93 000
				Release event	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q4	EUR 140 000
				Update of Index interface	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q3	EUR 15 500
								EUR 358 000
		2. OTHER RESEARCH INITIATIVES	SPD 2020-2022. Section 3.2.3	N/A				
INDICATIVE TOTAL BUDGET PER AREA								EUR 980 000
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 2: GENDER - BASED VIOLENCE	EIGE-B2020-B03315-C1-EIGE	1. GENDER BASED VIOLENCE	SPD 2020-2022. Section 3.2.4	Study on assessment of Member States capacity to collect data and information on Femicide, including quality assurance	2	Direct Service Contract. Open call for tenders	Q3; Q4	EUR 226 000
				Study on estimating the numbers of girls at risk of FGM, including quality assurance	2	Direct Service Contract. Open call for tenders Specific External Expert Contract(s) (Art. 237 of Regulation 2018/1046)	Q1; Q4	EUR 241 500
				Analysis of the Costs of Gender-Based Violence: Update	1	Direct Service Contract. Negotiated procedure	Q4	EUR 60 000
				Study on the implications of COVID-19 for women victims of intimate partner violence	1	Direct Service Contract. Negotiated procedure	Q3	EUR 60 000
				Country factsheets on Measuring Femicide in the EU Member States	1	Direct Service Contract. Negotiated procedure	Q3	EUR 27 000

				Conference on violence against women with the German Presidency of the Council of the EU and meetings on FGM and femicide	3	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q3; Q4	EUR 82 000
INDICATIVE TOTAL BUDGET PER AREA								EUR 696 500

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 3: IMPLEMENTING GENDER MAINSTREAMING	EIGE-B2020-B03415-C1-EIGE	1. GENDER MAINSTREAMING	SPD 2020-2022. Section 3.2.5	Supporting gender equality in the economy through public procurement, including quality assurance	2	Direct Service Contract. Open call for tenders Specific External Expert Contract(s) (Art. 237 of Regulation 2018/1046)	Q4	EUR 361 000
				Virtual Gender Mainstreaming Thematic network meeting	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q3	EUR 6 000
				Update of the online platform for gender mainstreaming (GEAR tool; GIA training materials)	2	Specific External Expert Contract(s) (Art. 237 of Regulation 2018/1046)	Q3; Q4	EUR 13 600
				Briefing paper on Institutional Mechanisms and Gender Mainstreaming for the Beijing +25 Conference	1	Direct Service Contract. Negotiated procedure	Q1	EUR 13 200

		3. THE GENDER STATISTICS DATABASE	SPD 2020-2022. Section 3.2.3	Maintenance and update of data and technical functionalities of EIGE's gender statistics database, including quality assurance	3	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q1 – Q3	EUR 338 000
				EIGE's reference document on quality criteria for gender statistics	1	Direct Service Contract. Negotiated procedure	Q1	EUR 13 000
				Virtual experts' meeting with primary stakeholders of EIGE's Gender Statistics Database	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2	EUR 7 300
				Maintenance and update of data and technical functionalities of EIGE's gender statistics database	1	Open call for tenders. New Framework Service Contract	Q4	N/A
INDICATIVE TOTAL BUDGET PER AREA								EUR 752 100

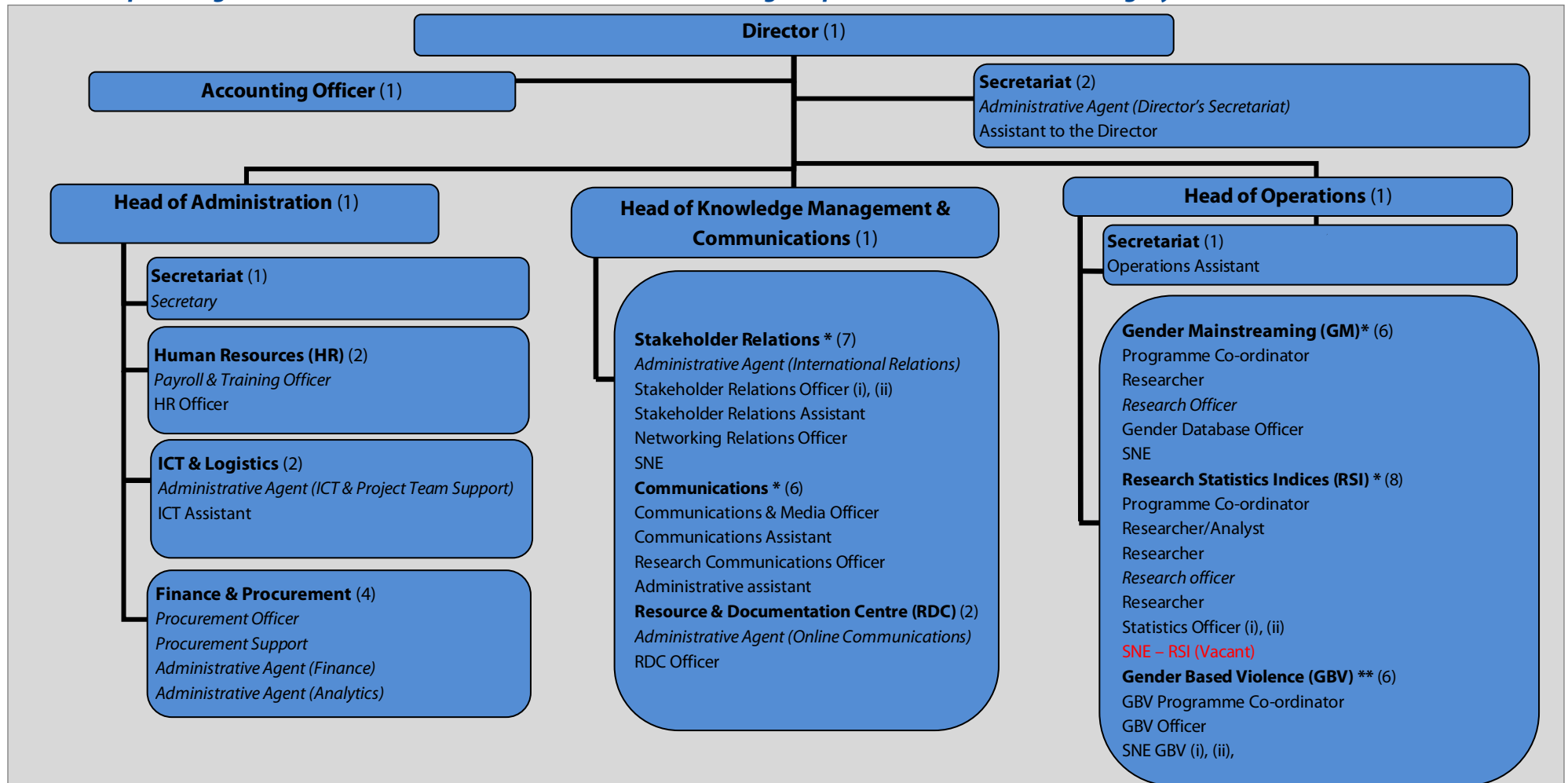
AREA	BUDGET LINE	ACTIVITY	DESCRIPTION IN SPD	PROCUREMENT INITIATIVE	INDICATIVE NUMBER OF PROCUREMENTS	TYPE OF CONTRACT AND PROCUREMENT PROCEDURE	INDICATIVE START OF CONTRACT	INDICATIVE BUDGET PER INITIATIVE
AREA 4: STAKEHOLDERS AND COMMUNICATION	EIGE-B2020-B03512-C1-EIGE	1. EIGE'S RESOURCE AND DOCUMENTATION CENTRE	SPD 2020-2022. Section 3.3.1	Maintenance of RDC services	1	Direct Service Contract. Negotiated procedure	Q4	EUR 37 800
				Supplies of articles, books for year 2020	2	Order Form(s)/Specific Contract(s). Request for Services under Inter-institutional Framework Service Contract(s)	Q2, Q4	EUR 5 000
								EUR 42 800
		2. COMMUNICATION STRATEGY	SPD 2020-2022. Section 3.3.1	Communication activities (audio-visuals) on EU and MS level	2	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2 - Q3	EUR 37 000
				Designs and production services for 2020	1	Direct Service Contract. Negotiated procedure	Q1	EUR 54 000
				Local communication activities/events	3	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q1, Q4	EUR 13 000

			Further development of EIGE's website	3	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q1, Q4	EUR 100 00
			Online services	2	Open call for tenders. New Framework Service Contract	Q4	N/A
			1 meeting with journalists from Member States	1	Order Form/Specific Contract. Request for Services under Framework Service Contract	Q1	EUR 12 000
			Media services and media monitoring at the EU level	2	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q1 – Q2	EUR 75 000
			Development of online communication tools	2	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q4	EUR 20 000
			Gender-sensitive language review in other official EU languages other than English	1	Open call for tenders. New Framework Service Contract	Q4	N/A
			Gender-sensitive language review in English	2	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q1, Q3	EUR 25 000

								EUR 336 000
		3. THE EUROPEAN NETWORK ON GENDER EQUALITY	SPD 2020-2022. Section 3.3.1	N/A				
		4. WORKING WITH STAKEHOLDERS AND PARTNERS	SPD 2020-2022. Section 3.3.2	Meetings with EIGE's Stakeholders	3	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2 - Q4	EUR 52 000
				Update of Stakeholders contacts relations management database	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q4	EUR 8 000
				Strategic consultation services for stakeholder mapping, communication measurement and assessment	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2	EUR 12 500
				Policy impact monitoring	1	Order Form(s)/Specific Contract(s). Request for Services under Framework Service Contract	Q2	EUR 22 000
				Anti-gender equality narratives	1	Direct Service Contract. Negotiated procedure	Q4	EUR 15 000
								EUR 109 500
INDICATIVE TOTAL BUDGET PER AREA								EUR 488 300

Annex IX: Organisation chart year N+1

Graph 5. Organisation chart³³ of the Institute for 2020 (including the precise number of each category of staff at 31.12.2018)



³³ Posts noted in italics are Contract Agent posts.
The organigram does not include the deployment of interim staff.
*Denotes the presence of a trainee.

Annex X: Proposals for additional tasks

Projects that may be done if funds become available in the course of the financial year; they expand on existing projects or meet some urgent request and can provide added value to the work already being undertaken.

3.2.1. Monitoring the Beijing Platform for Action and supporting the Presidencies of the Council of the EU

Priorities

A collection of data and background information to support the research note on the topic selected by the Portuguese Presidency (EUR 60 000)

3.2.4. Gender-based Violence

Priorities

Good Practices in implementing a specific aspect of the Istanbul Convention to complement the priorities of German Presidency (EUR 135 000)

Research on Cyber Violence – risks of digitalisation (EUR 200 000)

Analysis of existing research on Intimate Partner Violence against Men (EUR 60 000)

3.2.5. Gender Mainstreaming

Priorities

Good Practices on implementation of methods and tools in a selected sector (environment, tourism, energy etc.) (EUR 200 000)

3.3 Communication and dissemination of EIGE's work

Priorities

Communication material to engage men in gender equality (30 000)

Annex XI: Agency's KPIs

KPIs	Proposed performance indicators	Target level for 2020
KPIs in Relation to Operational Objectives	<u>Effective and timely implementation of the annual work plan (AWP)</u>	Baselines shall be set based on 2018 data
	☑ Timely adoption of the Work Programme (SPD) for the subsequent year	
	☑ Percentage of completion of activities* of AWP	
	☑ Timely achievement of main outputs** as indicated in AWP	
	<u>Quality and relevance of research and other products</u>	
	☑ Number of consultations to ensure quality and relevance of EIGE's outputs	
	☑ Number of EU documents for the preparation of which EIGE has participated	
	☑ Number of EIGE's outputs endorsed by EU institutions and Member States	
	<u>Uptake and outreach of EIGE's products by key stakeholders</u>	
	☑ Number of requests from EU institutions, broken by initiators	
	☑ Outreach of EIGE's communication channels	
☑ Number of invitations to present EIGE's work		
☑ Number of new stakeholders informed of EIGE's work		
KPIs in Relation to Management of Financial and Human Resources	<u>Sound financial management</u>	
	☑ Rate (%) of implementation of Commitment Appropriations	95%
	☑ Rate (%) of cancellation of Payment Appropriations	5%
	☑ Rate (%) of payments executed within the legal/contractual deadlines.	95%
	<u>Effective running of organisation</u>	
	☑ Rate (%) of implemented external and accepted internal audit recommendations	90%
	☑ Average vacancy rate (%) of authorised posts of the annual establishment plan which are vacant at the end of the year	< 10%
	☑ Rate of staff engagement from the Staff Survey	65%
☑ Annual average days of short term sick leave per staff member	Absence without med.cert. (JADS) < 3 Absence with med.cert. < 9	

* Activities refer to projects as described in AWP/Section III of the SPD. The indicator assesses planned versus actual implementation of projects.

** Main outputs refer to operational objectives and related output indicators as described in AWP/Section III of the SPD.